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REPORT
OF
THE PRESIDENT
TO THE
BOARD OF DIRECTORS
OF THE
WORLD'S COLUMBIAN EXPOSITION

CHICAGO, 1892-1893.

CHICAGO:
RAND, McNALLY & Co.,
1898.

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LETTER OF TRANSMITTAL.

*TO THE BOARD OF DIRECTORS OF THE
WORLD'S COLUMBIAN EXPOSITION.*

Gentlemen :

I have the honor to submit to you my final report as president of the World's Columbian Exposition. In its preparation I have endeavored to sketch briefly the principal transactions of the company, including the work of the preliminary organization. Since the work, for the performance of which the company was organized, is now almost completed, it is proper that such a record should be made, and I undertake it for the purpose, first, of recalling to the minds of the directors the various important features of the great enterprise, which are rapidly fading from our recollection; and second, for the purpose of affording to those whose duty it may be to conduct similar enterprises in the future, whatever benefit may be derived from our experience.

The work of your company began in April, 1890. The writer did not become your chief executive until August, 1892, a few weeks before the dedication of the Exposition buildings, and less than a year before the date fixed for its opening. The difficulties of my position are understood by all of you, and they will not be urged except in extenuation of my shortcomings. I have served as a director of this company from its organization in April, 1890. In April, 1891, I was called to be chairman of the Committee on Ways and Means, by reason of the ill-health of its first chairman, Otto Young. During the following twelve

months I visited Europe in the interest of the Exposition. In April, 1892, in addition to the duties of the Ways and Means chairmanship, I assumed those of a vice-president, the business of the company having grown so much as to demand an extension of the active executive power. A few months after this, in August, 1892, I was called to the presidency, made vacant by the resignation of Mr. Baker, and at the same time became chairman of the Council of Administration, and a member of the Bureau of Admissions and Collections. Each of these offices involved heavy responsibilities, which could not be delegated, resting upon powers which were illy defined, yet were coextensive with the purposes of the company's incorporation. The task seemed hopeless at times, and yet, with the aid of patience and fortunate circumstances, it was accomplished. The work demanded my entire time for nearly two years, and more than half of it for several months more. This time was gladly given, although at a sacrifice of private business and personal comfort, and is referred to only in the hope that you and your constituent stockholders will be moved to overlook errors and mistakes.

Your president gladly recalls the kindly consideration which members of this board and leading stockholders have shown him in trying times, and these recollections he will always cherish. He counts it an honorable distinction to have been called to serve you, even though the services were severe, and if he has retained the friendship and esteem of each one of you, he will close his work with no feeling but of gratitude and satisfaction.

I have the honor to remain, gentlemen,

Very sincerely your obedient servant,

H. N. HIGINBOTHAM,

CHICAGO, January 1, 1898.

President.

REPORT OF THE PRESIDENT.

CHAPTER I.

PRELIMINARY ORGANIZATION.

THE movement for the holding of a World's Fair in Chicago, to commemorate the discovery of America, was a gradual growth. Various dates have been named as marking the beginning of this movement, and various persons have claimed the honor of first conceiving the idea. Other cities, notably Washington, have claimed priority in the conception. In 1885 or 1886 a plan was devised in that city for an Exposition to extend over three years, beginning with the centennial anniversary of the adoption of the Constitution of the United States, and to include the four hundredth anniversary of the discovery of America. From such discussions was developed a competition for the honor of holding the Columbian Exposition, in which contended the great cities of Washington, St. Louis, New York, and Chicago.

The movement in Chicago became general when, in obedience to instructions from the City Council, on July 22, 1889, the mayor of Chicago, DeWitt C. Cregier, appointed a citizens' committee of one hundred to lend the impetus of a powerful organization and take steps necessary to insure success. The committee of one hundred suggested by the City Council was enlarged to the number of two

hundred and fifty. It was convened, on August 1, 1889, in the council chamber, where an Executive Committee was chosen consisting of the following:

DeWitt C. Cregier, *Chairman*.

William Penn Nixon.	Samuel W. Allerton.
Frank Lawler.	George M. Pullman.
Lambert Tree.	Ferdinand W. Peck.
Robert W. Patterson, Jr.	Otto Young.
Andrew McNally.	Edwin Walker.
William J. Onahan.	Victor F. Lawson.
John B. Carson.	Franklin H. Head.
Joseph W. Fifer.	Edward T. Jeffery.
John Q. Adams.	Edward F. Cullerton.
Abner Taylor.	Charles B. Farwell.
J. Irving Pearce.	Charles H. Schwab.
Harlow N. Higinbotham.	Rollin A. Keyes.
Robert A. Waller.	Leroy D. Thoman.
Jesse Spalding.	Frederick S. Winston.
Samuel S. Gregory.	George M. Bogue.
Richard Prendergast.	Everitte St. John.
Solomon Thatcher, Jr.	George E. Adams.
Arthur Dixon.	John McGillen.
Edward F. Cragin.	William E. Mason.
Charles L. Hutchinson.	William C. Seipp.
Lyman J. Gage.	Robert Lindblom.
John R. Walsh.	James W. Scott.
George R. Davis.	George O'Neill.
William D. Kerfoot.	Marshall M. Kirkman.
Shelby M. Cullom.	Joseph Medill.

Thomas B. Bryan.

One of the first steps taken was the formation of a company with an authorized capital of \$5,000,000, divided into 500,000 shares of \$10 each. This is the company whose work is now drawing to a close.

On August 14, 1889, the following commissioners were authorized by the Secretary of State of Illinois to take subscriptions to the capital stock of the company under the name of the "World's Exposition of 1892," namely: DeWitt C. Cregier, Ferdinand W. Peck, George Schneider, Anthony F. Seeberger, William C. Seipp, John R. Walsh, and E. Nelson Blake. On April 9, 1890, the capital stock

had been fully subscribed, and articles of incorporation were issued, the object of the corporation being set forth as "the holding of an International Exposition, or World's Fair, in the city of Chicago and State of Illinois, to commemorate, on its four hundredth anniversary, the discovery of America."

During the eight months which elapsed between the appointment of the citizens' committee of two hundred and fifty and the permanent organization of the company, the work was carried on vigorously, every effort being made to awaken proper enthusiasm in the city and State, to secure pledges of financial support sufficient properly to launch the enterprise, and to convince the nation at large and its Representatives in Congress that Chicago was the most suitable place for holding the Exposition.

Other cities were contending for this honor. The principal reasons urged in favor of Chicago were:

First. Its central location with regard to all portions of this country. It was shown that the location of Chicago was very near the center of the population of the United States, and that as the terminus of thirty-eight great railroads it offered facilities for gathering visitors from all parts of the nation superior to those possessed by any other city.

Second. Foreigners and Americans residing in the East would enjoy an unusual opportunity to become acquainted with the remarkable development of this country west of the Alleghany Mountains.

Third. "The marvelous growth of Chicago from a frontier camp to the active city of more than a million souls, with a corresponding advance in commercial, industrial, and intellectual activities, can best typify the giant young nation whose discovery the projected fair is to commemorate." *

* Resolution offered by Thomas B. Bryan, August 1, 1889.

It was shown that while the city of New York was better located for the convenience of foreigners, the holding of the Exposition in that city would arouse among foreigners but little desire to know our country, as most of them would depart after having come only to our Atlantic border. It was also urged that in Chicago, more readily than in any other city, could a site be secured which should be adequate to the purposes of the Exposition, together with accommodations for the comfort and convenience of visitors within a reasonable distance of such site. The truth of these representations, and particularly of the last, was abundantly proven by the issue.

The two most important tasks undertaken by the preliminary organization were, first, the development of a sentiment throughout the country which would insure the location of the Exposition in Chicago by a proper act of Congress; second, the raising of a fund sufficient to establish confidence in the ability of the city to carry out the plan. In furtherance of the first task, missionary work was carried on in the several States. At many places addresses were delivered in favor of Chicago, and persistent efforts were made to win public sentiment in sections which had been indifferent or hostile. In the city "State associations" were formed composed of former residents of various States, but then living in Chicago. These associations undertook to influence sentiment in their native States.

The campaign culminated at Washington when the claims of four cities—New York, Chicago, St. Louis, and Washington—were considered and voted upon by the House of Representatives. The vote resulted in a triumph for Chicago. For the accomplishment of this result great credit is due to George R. Davis, who conducted the campaign at Washington, and who, by reason of his experience in

public life, was able to direct the work most efficiently. His efforts were seconded by Edwin Walker, subsequently solicitor-general of your company, who aided in this campaign and afterward assisted in drafting the law providing for the Exposition. In this work many other distinguished citizens participated, and permanent headquarters were maintained in Washington for a number of months.

The second task presented equal difficulties, and for its accomplishment the credit is due chiefly to Otto Young, through whose persistent efforts a most successful canvass was made, resulting in a few months in the securing of over 28,000 subscriptions, ranging in amount from \$10 to \$100,000. In this work D. K. Hill and a number of other citizens took a prominent and effective part.

In addition to the two lines of operation above referred to, the preliminary organization availed itself of the services of Edward T. Jeffery and Octave Chanute, who, in the interest of Chicago, visited the Universal Exposition in Paris in 1889, and, after careful study for several months, prepared upon it a report which was published and used in the work of the World's Columbian Exposition.

The verdict of Congress having been given in favor of Chicago, an act providing for "celebrating the four hundredth anniversary of the discovery of America by Christopher Columbus, by holding an international exhibition of arts, industries, manufactures, and the products of the soil, mine, and sea, in the city of Chicago, in the State of Illinois," was approved by the President of the United States on April 25, 1890. This act will be referred to later. The work of the preliminary organization closed with the first meeting of the stockholders of the "World's Exposition of 1892," held on April 4, 1890.

It would be impossible within the limits of this report to do justice to the services of all those who participated

in the different lines of work which culminated in the selection of Chicago as the location and your company as the agent for holding the Exposition. It was a cause which excited the interest of all patriotic citizens, and led them to labor unceasingly upon anything that would be likely to affect the general result. For a long time public interest was greatly aroused and "The World's Fair" began to occupy a large amount of space in the daily papers. Glancing through the files of these we can refresh our minds as to the state of feeling that existed in our midst during this preliminary work. Our citizens looked upon the coming quadro-centennial of the discovery of America as an opportunity for this city to vindicate its position as a great center of industrial and intellectual activity, and by reason of the eagerness for this opportunity the citizens were willing to do everything within their power to make the event worthy of the nation.

CHAPTER II.

ORGANIZATION OF THE COMPANY.

A CORPORATION had been formed, composed of nearly thirty thousand stockholders, or subscribers to the capital stock, drawn from every walk of life. The subscriptions had been given out of the abundance of the capitalist, the competence of the business man of moderate means, and the salaries and wages of the poor, all being animated by public spirit and a feeling of pride in their city. Few expected to receive back any considerable amount of their subscriptions. The hope was expressed that, after every requirement to do honor to the occasion had been fulfilled, some payment might be made at the close of the Exposition, as in the case of the Centennial Exposition at Philadelphia, in 1876, when about one-third of the amount subscribed was returned, but no one expected that the management of the Exposition would be modified on this account. Nevertheless, this hope would have undoubtedly been realized but for the financial panic which the Exposition encountered shortly after its gates were opened. In the face of this, however, 10 per cent of the subscriptions have been returned to the stockholders.

In response to a call for a meeting of the stockholders several thousands gathered at the building known as Battery D, upon the lake front, on the morning of April 10, 1890. The meeting was presided over by Mayor Cregier, and James W. Scott was chosen secretary. It was an enormous and unwieldy body, and had some

difficulty in perfecting an organization. The first step necessary was the election of a board of directors. Proposals for the election of a board of forty-five were urged on one hand and for a board of seventy-five upon the other. Finally it was ordered that a board of forty-five be chosen, and the meeting proceeded to elect this board. Nearly all the stockholders were present or were represented by proxy.

The following directors were chosen:

Owen F. Aldis.	Cyrus H. McCormick.
Samuel W. Allerton.	Andrew McNally.
William T. Baker.	Joseph Medill.
Thomas B. Bryan.	Adolph Nathan.
Edward B. Butler.	Robert Nelson.
William H. Colvin.	John J. P. Odell.
Mark L. Crawford.	Potter Palmer.
DeWitt C. Cregier.	J. C. Peasley.
George R. Davis.	Ferdinand W. Peck.
James W. Ellsworth.	Erskine M. Phelps.
John V. Farwell, Jr.	Eugene S. Pike.
Stuyvesant Fish.	Martin A. Ryerson.
Lyman J. Gage.	Anthony F. Seeberger.
Harlow N. Higinbotham	Charles H. Schwab.
Charles L. Hutchinson.	William E. Strong.
Edward T. Jeffery.	Charles H. Wacker.
Elbridge G. Keith.	Edwin Walker.
Rollin A. Keyes.	Robert A. Waller.
Herman H. Kohlsaat.	John R. Walsh.
Marshall M. Kirkman.	Charles C. Wheeler.
Edward F. Lawrence.	Frederick S. Winston.
Thies J. Lefens.	Charles T. Yerkes.

Otto Young.

In selecting this board, the leading spirits in the movement aimed to choose, from among the prominent citizens and representatives of various interests, men of recognized business ability who could be counted upon as having both the time and the inclination to labor in behalf of the proposed Exposition. The latter qualifications were considered the most essential, and gentlemen of great

prominence and capacity in several instances withdrew in favor of younger men who could more easily be drawn upon for hard service. The president feels it within his province to recognize the wisdom shown in the selection of directors, and desires to add his tribute to the industry and personal sacrifice of those who were chosen.

The first meeting of the Board of Directors was held April 12, 1890, at the Sherman House. Edwin Walker was chosen chairman of the meeting, and the first acts were the appointment of committees on finance and by-laws.

The choice of the Board for president fell upon Lyman J. Gage, at that time vice-president of the First National Bank of Chicago, the only doubt being as to his willingness to undertake the task in addition to his already heavy responsibilities. Mr. Gage was chosen president on April 30, 1890, and on the same date Thomas B. Bryan was chosen first vice-president, and Potter Palmer, second vice-president. Mr. Bryan assumed many of the active functions of the executive in order to relieve Mr. Gage as far as possible. On May 6th the Board elected William K. Ackerman auditor, and Anthony F. Seeberger treasurer. The secretary's office was not filled permanently until July 11, 1890, when Benjamin Butterworth, then a member of Congress from Cincinnati, was elected secretary. In the meantime the duties were performed by Director Rollin A. Keyes. By-laws were adopted, which provided for certain committees with jurisdiction over various branches of the work.

These committees were appointed by the president as follows:

COMMITTEE ON FINANCE.

Ferdinand W. Peck, *Chairman*.

Elbridge G. Keith.

John J. P. Odell.

John R. Walsh.

Otto Young.

REPORT OF THE PRESIDENT.

COMMITTEE ON GROUNDS AND BUILDINGS.

DeWitt C. Cregier, *Chairman*.

Owen F. Aldis.	Potter Palmer.
George R. Davis.	Eugene S. Pike.
Joseph Medill.	Charles H. Schwab.

COMMITTEE ON LEGISLATION.

Edwin Walker, *Chairman*.

William T. Baker.	George R. Davis.
William H. Colvin.	Frederick S. Winston.

COMMITTEE ON NATIONAL AND STATE EXHIBITS.

Erskine M. Phelps, *Chairman*.

Samuel W. Allerton.	Edward T. Jeffery.
John V. Farwell, Jr.	Anthony F. Seeberger.

COMMITTEE ON FOREIGN EXHIBITS.

William T. Baker, *Chairman*.

James W. Ellsworth.	Thies J. Lefens.
Harlow N. Higinbotham.	Martin A. Ryerson.

COMMITTEE ON CATALOGUE AND PRINTING.

Rollin A. Keyes, *Chairman*.

Mark L. Crawford.	Cyrus H. McCormick.
Herman H. Kohlsaat.	Andrew McNally.

COMMITTEE ON TRANSPORTATION.

Stuyvesant Fish, *Chairman*.

Marshall M. Kirkman.	William E. Strong.
J. C. Peasley.	Charles C. Wheeler.

COMMITTEE ON FINE ARTS.

Charles L. Hutchinson, *Chairman*.

James W. Ellsworth.	Robert A. Waller.
Potter Palmer.	Charles T. Yerkes.

COMMITTEE ON MACHINERY AND ELECTRICAL APPLIANCES.

Adolph Nathan, *Chairman*.

Edward B. Butler.	Robert Nelson.
DeWitt C. Cregier.	Charles H. Wacker.

COMMITTEE ON WAYS AND MEANS.

Otto Young, *Chairman*.

Edward B. Butler.	Edward F. Lawrence.
William H. Colvin.	Cyrus H. McCormick.
Stuyvesant Fish.	Andrew McNally.
Harlow N. Higinbotham.	Adolph Nathan.
Rollin A. Keyes.	Charles H. Wacker.
Herman H. Kohlsaat.	Robert A. Waller.

These committees were created to cover every feature of the work which, at the time, it was supposed the company would be called upon to perform. No committee on awards was appointed because, by the Act of Congress, jurisdiction over awards was clearly withheld from the company and given to the World's Columbian Commission. In other cases the functions of certain of these committees were found to clash with the powers of the World's Columbian Commission, as interpreted by the members of that body. In some cases the committees became inactive, except that the chairman of each was a member of the Executive Committee. The latter was clothed with the entire powers of the Board when the Board was not in session.

The committees on Grounds and Buildings and on Ways and Means were charged with functions which required sessions almost daily for three years. The Committee on Finance took charge of the general financial policy of the company; the Committee on Legislation, of matters connected with the National and State legislation relating to the Exposition and the legal questions which arose. The Committee on Foreign Exhibits took steps to awaken an interest abroad, and the Committee on Catalogue and Printing (subsequently Press and Printing) to awaken interest at home. The Committee on Transportation began the work of providing transportation facilities between the city and Jackson Park, and making arrangements for the traffic department, including the handling of exhibits coming by rail to the Exposition. The Committee on Fine Arts began at once a quiet canvass to ascertain what could be done in this field, using the greater energy and discretion, because it had been urged by critics that in this field Chicago would be able to accomplish little.

On June 12, 1890, a special meeting of the stockholders was called, at which the name of the company was changed

from the "World's Exposition of 1892" to the "World's Columbian Exposition," in view of the Act of Congress which rendered the former name unsuitable. The Act provided for the holding of an Exposition in 1893, and, as it recognized this company as the active organization, responsible for performing the heaviest tasks contemplated in the law, the change of name was necessary to conform to the spirit of the Act. At the same meeting the authorized capital stock of the company was increased from five millions of dollars to ten millions of dollars. This measure is part of the financial history of the company described in Chapter VI.

The World's Columbian Commission held its first meeting on June 26, 1890, and from this date began a series of differences between that body and the Board of Directors. These differences were usually conducted in a spirit of forbearance and courtesy, but they delayed the work and at times imperiled the success of the enterprise.

These matters are set forth in Chapter VII.

CHAPTER III.

GROUND AND BUILDINGS.

THE organization of your Board occurred three years prior to the date fixed for the opening of the Exposition, a time far too short for the purposes in view. It became the most important immediate duty of your Board to choose a site, perfect plans, and begin the work of construction. The selection of a site was made difficult by rivalries and contentions such as might be expected under the circumstances. Sites were tendered upon the north, west, and south sides of the city, and the Committee on Grounds and Buildings undertook to inform itself speedily upon the adaptability of each site offered. With this contention grew up a plan for using the area known as the Lake Front, a strip of vacant ground 310 feet wide and 5,830 feet long, lying between Michigan Avenue and the tracks of the Illinois Central Railway, which separated it from the shore of Lake Michigan, and extending from Randolph Street to Park Row or Twelfth Street. This land, though scarcely improved, had been assigned for park purposes. It had been made by filling the margin of the lake from the east side of Michigan Avenue to the railroad, which then was carried upon piles at some distance from the shore. It was thought that this strip could be enlarged by filling from the railroad track outward to the dock line established by the United States Lake Survey, thus giving an area of about two hundred acres for Exposition purposes. While

this area was not considered sufficient, it was thought that the most important features of the Exposition could be located upon this site and the remainder placed upon another site at Jackson Park. It was even thought practicable to fill an area sufficient to provide for the entire Exposition upon the Lake Front. Many favored this idea, in spite of the serious objections to it. Its friends were willing to attack grave difficulties, for the plan offered many attractions for the Exposition, with permanent resulting benefits to the city. Had it been possible to locate the entire Exposition at the Lake Front, the comfort of a large proportion of the visitors, who would have been saved much travel, and the permanent benefit to the city derived from the location of a magnificent park close to the heart of the business district, would have been advantages worthy of great sacrifices. When the scheme involved a division of the Exposition upon a dual site, its failure was inevitable, although, as we all remember, those of us who favored the location upon the Lake Front were slow to realize the fact.

On June 28th the Board of Directors adopted a resolution that the Lake Front, increased to at least three hundred acres, be adopted as the site for the World's Columbian Exposition, subject to concurrence by the city of Chicago. The Committee on Grounds and Buildings was instructed, if the World's Columbian Commission should approve, to proceed at once with the necessary preparations. In the same resolution the Board of Directors pledged itself that, if necessary, more space would be provided. The germ of the dual site was contained in this resolution, for it was apparent that sufficient space could not be found by filling the lake to the Government dock line. The War Department would not consent to filling beyond that line. On July 1, 1890, the Board passed a

resolution adopting the Lake Front and Jackson Park as the site for the World's Columbian Exposition, declaring the intention "to make as large a use as may be possible of room now existing, or that may hereafter be gained, on the Lake Front, and to use Jackson Park, as far as may be necessary, to provide adequate room and buildings for the Exposition."

It can be truthfully said that while this resolution was adopted unanimously, no one regarded it as a final adjustment of the question of site. Obstacles to any use of the Lake Front for Exposition purposes appeared in the opposition of the property owners upon Michigan Avenue to the erection of buildings upon this area, and in the heavy expense incident to the filling of so great an area as was contemplated in the plan.

Meanwhile the Jackson Park site, at first adopted for the purpose of accommodating the overflow from the contracted area of the Lake Front, was carefully considered, and negotiations were made to secure from the South Park Commissioners a tender of ground in the South Park system sufficient to answer the utmost needs of the great Exposition, if it should be found necessary to abandon the Lake Front entirely.

In the latter part of July, 1890, at a special session of the Legislature of the State of Illinois, called to consider matters relating to the Exposition, an act was passed authorizing the commissioners of the various park districts about Chicago to grant, for the purposes of the Exposition, the use of any of the park areas under their control.

A working staff of experts became necessary for properly carrying on the work of the Committee on Grounds and Buildings, and this committee, under authority from the Board, appointed F. L. Olmsted & Co. consulting landscape architects, Abram Gottlieb consulting engineer, and

Burnham & Root consulting architects. The committee also appointed a board of physicians consisting of Dr. Hosmer A. Johnson of the south division, Dr. Oscar De Wolf of the west division, and Dr. Fernand Henrotin of the north division of the city. These appointments were made for the "purpose of advising the committee as to the physical features of the sites offered, the approximate cost of preparing them for occupancy, their susceptibility of proper drainage, the cost of erecting the Exposition buildings thereon, and the hygienic conditions accompanying them."*

The scope of the site question was again enlarged. Your Board was not in a position to appropriate from its funds the amount necessary for filling the space required at the Lake Front, unless it could be reimbursed therefor by the city, which reimbursement the city declined to undertake. The portion of Jackson Park which had been adopted as a part of the site was the unimproved portion, including about 500 acres, the improved area at the north end of the park and the Midway Plaisance, connecting this park with Washington Park, being withheld. It was thought that less than 400 acres could be made available for Exposition purposes in the unimproved portion. Your landscape architects reported that this area could not, by reasonable expenditure and within the time practically fixed, be made to accommodate satisfactorily the entire Exposition. The landscape architects further stated that even the addition of the Midway Plaisance would not make Jackson Park a satisfactory site for the entire Exposition.

Therefore, on August 19, 1890, the Board of Directors declared that unless enough area could be made available

*Report of the Committee on Grounds and Buildings, September 8, 1890, Document No. 80, secretary's office.

within a reasonable cost to accommodate the whole Exposition in Jackson Park, another location should be secured, such location, if adopted, to possess the merit of having at least 400 acres available for use, so as to accommodate the whole Exposition if necessary. The Board of South Park Commissioners was urgently requested to tender the use of Washington Park and the Midway Plaisance in addition to Jackson Park, thus giving up the whole South Park system to the Exposition. On August 26th the Board of Directors named September 9th as the date for the final settlement of the question of site. On this date the Committee on Grounds and Buildings submitted a final report containing a careful statement of the advantages of each site, and a thorough treatment of the difficulties which the committee had encountered. By this time the South Park Commissioners had enlarged their original tender so as to include all of Jackson Park and the Midway Plaisance, an area of about 650 acres. This was all the space which the Exposition finally occupied, although subsequently efforts were made to secure Washington Park, also, from the fear that otherwise the area would not be sufficient for the extensive plans which were being outlined.

At the meeting of September 9, 1890, the question of site was reopened. A formal ballot was taken in which twenty-one votes out of thirty-five were cast for "Jackson Park and the Lake Front," the other fourteen votes being scattered for the several north or west side sites. This vote shows that the use of the Lake Front, notwithstanding the well known obstacles, was still seriously entertained.

The Act of Congress providing for the Exposition required that the site should be accepted by the World's Columbian Commission. The members of the Commission looked with little favor upon the plan of a dual site, neither

were they willing to accept Jackson Park and the Midway Plaisance as sufficient for the purpose. Nevertheless, the Commission, at its meeting of July 2, 1890, formally accepted the dual site. This acceptance did not end the contention any more than did the various votes of the Board of Directors upon the same subject. It was one of those questions that would not stay settled until it was settled properly. I make this remark with no intention of reflecting upon the position taken by any director at the time, having been myself for a long time in favor of the Lake Front idea. The Board had twice, on July 1st and September 9th, by formal vote, declared in favor of the dual site, enlarged in the second case by added area in Jackson Park. Each time the Commission had acquiesced, but the second time it made a request that the Board of Directors obtain from the South Park Commissioners the use of Washington Park also. This was subsequently done, but with the condition that if any considerable portion of Washington Park should be used the improved part of Jackson Park should not be used. Several ordinances were adopted by the South Park Commission to complete the formal tender of the various portions of the site. These were coupled with conditions requiring your company to give a bond in the sum of \$100,000, conditioned upon the restoration of the park to the commissioners at the close of the Exposition in as good condition as received, the removal of the buildings and debris, and compensation for damages. As a matter of fact the portion of Jackson Park upon which most of the buildings were located was certain to receive considerable improvement from the work of your company, as it consisted mainly of low and marshy areas partially covered with water, together with sand dunes and ridges. The growth upon it consisted mainly of native scrub oaks, of little value for park purposes.

These difficult questions were handled by the Committee on Grounds and Buildings, and great credit is due to its members for the careful consideration which they gave to them. In these deliberations over the site months of valuable time were lost and the success of the Exposition was to that extent endangered.

From this time, September 9, 1890, efforts were made to push the work rapidly forward, but the starting was very slow and difficult. In October an attempt was made to designate, by formal resolution of the Board, the portions of the Exposition which should be located upon the Lake Front, the Committee on Ways and Means pledging itself to secure the funds required to do the piling and filling necessary for enlarging the area to about 150 acres. Meanwhile the Committee on Grounds and Buildings took a decisive step by making plans for the prosecution of work in Jackson Park for that part of the Exposition which, in any event, would be there located.

The Act of Congress provided that, before the President of the United States should issue his proclamation setting forth the time and place of the Exposition, and should extend an invitation to foreign nations to participate therein, he should be notified by the World's Columbian Commission that provision had been made for grounds and buildings for the use of the Exposition, and that ten millions of dollars had been provided, to be used and expended for its purposes. Great anxiety was felt that this proclamation and these invitations should be issued at the earliest moment. Before this could be done it was necessary that the Commission should accept the site tendered by your company, and approve the plans and specifications of the buildings. A third condition was the securing of ten millions of dollars from bona fide subscriptions or other legally binding means. The first con-

dition was complied with by the selection of the Lake Front and Jackson Park; the third had been satisfied, as will appear in Chapter VI. The term "plans and specifications" taken literally would have postponed the President's proclamation at least a year. The term was not taken literally, and that which was accepted by the Commission consisted of a paper in which the expert advisers of the Committee on Grounds and Buildings set forth a general scheme for the improvement of Jackson Park and the Midway Plaisance as the principal site for the Exposition.

This paper was the first outline of the scheme for the Exposition grounds and buildings as finally developed. It provided that parts of the marsh were to be dredged and other parts filled, thus creating a lagoon with an outlet upon the lake shore, an island to be covered with native wood, affording a charming natural landscape to relieve the formal treatment of other portions of the grounds; the lagoons to be continued south by a canal, passing the principal buildings, into a large basin, forming a court around which the principal buildings of the Exposition should be grouped. It provided that this canal and basin should be treated formally, with embankments of stone and brick, with parapets and balustrades, and steps and landings here and there, in contrast with the lagoon at the north, the shores and banks of which were to be left in a natural state. It provided in a general way for working out the landscape features with turf, flowers, trees, etc. The idea of a Court of Honor, now so familiar and famous, was clearly indicated in this paper. Everything which was afterward done was in harmony with the scheme thus presented, and a natural development thereof. It provided that the buildings around the Court of Honor should be impressive and treated classically. It named the Admin-

istration Building, the Machinery Hall, and the buildings for Manufactures, Mines, and Electricity, placing them substantially as they were finally located, and provided that they should form, in design, a substantial and impressive whole. North of this court the architecture should be of a lighter character. The Government Building was placed north of the Manufactures Building, and, across the lagoon from it, the building for Fish and Fisheries. The Horticultural Building was placed in the meadow in the north or improved part of the park, where, afterward, the Art Building was located. The specifications provided that transportation lines should enter the park at the southwest corner, although stations might be located at the Midway Plaisance, and also provided for an electric intramural railway passing around the grounds. It contained the idea that visitors to the Exposition should be brought by the various transportation lines and landed inside the Administration Building, whence they would pass into the grounds and secure their first impression of the Exposition from the best possible point of view. This idea was not carried into effect. The specifications mention generally the subjects of electricity, steam, gas, sewerage, and water supply, and close with a promise that the Lake Front would be dealt with as soon as it was determined how much land would be there required.

It is hardly possible to say too much in praise of the men who, grasping the possibilities of the situation without dismay at its difficulties, evolved a plan so broad as this; a plan necessarily elastic, but containing the germs of grand ideas which, developed in the spirit in which they were conceived, realized a complete and splendid success. These ideas, though quickly formulated, were the result of the careful study and critical examination

which had been going on for several months. These plans and specifications were adopted by the Board of Directors on November 21, and by the World's Columbian Commission on November 25, 1890.

In order to perfect the organization necessary for the great work of construction, radical changes were made in the staff of the Committee on Grounds and Buildings. By the authority of the Board of Directors, the committee created a Construction Department, and appointed Daniel H. Burnham, of the firm of Burnham & Root, chief of construction. His partner, John W. Root, became architect; Abram Gottlieb, engineer, and Olmsted & Co., landscape architects, all attached to the Construction Department. To work out the above plan and to prepare the designs for the buildings was the next task. The Committee on Grounds and Buildings considered three methods of procedure:

First. That of inviting unlimited competition from those who might desire to submit plans for buildings.

Second. A limited competition among a number of architects to be selected by the committee.

Third. The selection of a few leading architects to constitute a Board of Consulting Architects, acting in harmony, apportioning out the work among its members, and consulting at various stages until the plans were perfected.

The third plan was adopted.

The creation of the Board of Architects marks one of the turning points of the Exposition. The adoption of any other course for obtaining designs would have delayed the work, and would have prevented that harmony in the general outline which was so desirable. In a large measure the success of the architectural features of the Exposition was due to the method adopted for securing the

designs. It is, therefore, of interest to know how the plan for a Board of Architects originated. In his final report as chief of construction and director of works, Mr. Burnham says :

On December 10, 1890, the chief of construction drew up a memorial to the Grounds and Buildings Committee. Mr. Olmsted made some changes in its verbiage, and the whole was then rewritten by Mr. Root, the arguments of the original and their order being strictly adhered to. The chief of construction personally presented the document to the committee. It was not signed, but he wrote the names of his confreres in it in pencil before leaving the meeting, obtaining their consent a few hours afterward.

This memorial discussed at length the several methods by which architectural designs might be obtained, and mentioned the friendly coöperation, mutual helpfulness, and enthusiasm that could be evoked in such a body as the proposed Board of Architects called together in the spirit and for the purpose contemplated.

It was at first the intention that this board should consist of five leading architectural firms of this country, selected from outside the city of Chicago, and that their task should be the designing of the buildings forming the Court of Honor, leaving the remaining buildings of the Exposition to be designed by other architects to be selected later. Accordingly the Committee on Grounds and Buildings, upon the nomination of the chief of construction, selected the following architects:

Richard M. Hunt of New York, George B. Post of New York, McKim, Mead & White of New York, Peabody & Stearns of Boston, Van Brunt & Howe of Kansas City. Subsequently five Chicago firms were added: Burling & Whitehouse, Jenney & Mundie, Henry Ives Cobb, Solon S. Beman, and Adler & Sullivan.

This board met in Chicago on January 10, 1891. The members visited the park and conferred regarding the

task before them. Before the board had fairly organized and concentrated its attention upon the task, John W. Root was stricken with pneumonia and died. His death caused universal grief in Exposition circles, in which he was beloved for his genial character and esteemed for his great reputation as an architect. His loss was felt to be almost irreparable. The board paid a tribute to his memory by spreading upon its records a memorial appreciative of his great worth, his eminent genius, and his exquisite taste, and of their grief at his untimely removal. The services which he had rendered in designing the Exposition were felt to be far in excess of the compensation which he had received during the brief period of his employment, and the amount of his salary as consulting architect for a year was paid to Mrs. Root in recognition of this fact.

His partner, Mr. Burnham, has paid a tribute to Mr. Root's memory in the report of the Department of Works, which expresses more adequately than is in my power his reputation as an architect.

During the first session of the Board of Architects the Committee on Grounds and Buildings, as a preliminary measure, instructed the Construction Department to provide in its plans and estimates that all the Exposition buildings except the Art Building should be provided for in Jackson Park, and to consider a location suitable for an Art Building, should it be found desirable to place that building there also.

The buildings were assigned to the architects as follows:

Administration—Richard M. Hunt.
Agriculture—McKim, Mead & White.
Machinery—Peabody & Stearns.
Manufactures—George B. Post.
Electricity—Van Brunt & Howe.
Horticulture—Jenney & Mundie.

Fisheries — Henry Ives Cobb.

*Venetian Village — Burling & Whitehouse.

Mines — Solon S. Beman.

Transportation — Adler & Sullivan.

By this time it had been decided not to use the Administration Building as a terminal station, but that a separate building should be erected for this purpose.

The two features of the building scheme most important to the success of the Exposition were the comprehensive general plan adopted November 21st, heretofore referred to, and the fortunate selection of the Board of Architects. It was arranged that this board should adjourn after apportioning its work among the members; that the members would then immediately prepare preliminary sketches for their buildings and submit them at a second conference, where these sketches would be examined, criticised, and corrected; afterward complete general working drawings would be prepared.

The architects were not to make calculations of strength or stability, or to work out the engineering problems connected with their structures, but only those problems relating to artistic and economic design. After the preparation of the working drawings their work was to cease, except that they were to give attention to the development and execution of their designs sufficient to assure themselves and the Committee on Grounds and Buildings that their designs were executed in accordance with their true spirit. For this service they were to receive their necessary traveling expenses and the sum of \$10,000 to each architectural firm; \$3,000 to be paid upon the completion of the preliminary sketches, \$6,000 when the designs were completed, and \$1,000 when the buildings were completed. The architects reassembled in Chicago on Febru-

*A structure to be placed at the end of the great pier projecting into the lake, east of the Court of Honor. This part of the plan was afterward abandoned.

ary 22d, bringing with them their preliminary sketches. These were criticised and amended and were presented to the Board of Directors on March 6, 1891. These sketches served to inform the directors of the plans, elevations, and general appearance of the buildings, and gave evidence that the work was progressing satisfactorily. The Board expressed its approval and instructed the Committee on Grounds and Buildings to proceed with the work upon the lines laid down.

About this time the Construction Department furnished estimates of cost based upon the plans under consideration, amounting to \$12,766,890.

Meanwhile, on February 11th, the Board of Directors had taken action which laid the ghost of the Lake Front, finally. Under the supposition that it would be placed there, the Art Building had been left otherwise unprovided for. In January a Budget Committee, consisting of eight directors, had been created and instructed to prepare a budget of estimates for all departments of the Exposition. This committee, after much labor and careful consideration of every sort of data upon which estimates could be based, submitted a report. It estimated the amount of the expenditures required for all branches of the Exposition to May 1, 1893, at \$16,075,453, of which, as above stated, \$12,766,890 was for the preparation of grounds and the construction of buildings. This estimate was given after careful scrutiny of each item, with a view to reducing the total of requirements to the lowest possible amount, and was based upon the supposition that the entire Exposition would be located in Jackson Park. The committee pointed out the very evident fact that the attempt to use even the limited area available on the Lake Front without filling would undoubtedly increase the estimate at least a million dollars.

The presentation of this budget to the Board represented a distinct advance in the enterprise. It was the first time the Board had before it any comprehensive and reasonable estimate of the amount of work to be done and of funds to be expended. The magnitude of the task was unfolded and the Board could adjust its measures in accordance therewith. There was not a director who did not feel the serious difficulties which the problem presented, and all would have shrunk with dismay had they known how greatly these figures would be exceeded within the next two years. The gravity of the financial problem facilitated the task of disposing of the Lake Front. The report of the Budget Committee was adopted and thenceforward all attention was concentrated upon Jackson Park, and every energy was given to the accomplishment of the work laid out there. During the following spring, while the work of dredging and filling was being rapidly pushed at the park, the plans of the buildings came in, one by one, from the distinguished architects who had them in charge. In the Construction Department these were promptly taken up and prepared for contracts. This department extended itself rapidly as the needs of the work increased. With little friction and without delay sprang up around the chief of construction that splendid organization which played such a great part in the results achieved. The discipline and efficiency of the force was greater than that of a veteran army, for it was largely composed of intelligent, well educated, professional men, each one eminent and respected in his particular line of work. The chief of construction possessed wonderful enthusiasm, which he was able to impart to those about him. He had success in choosing his assistants and lieutenants. He had a capacity for attracting to him young men of ardent temperament and unusual ability, whose vigor and enthusiasm, when tempered with the discretion

of older heads, formed the best possible combination for the purposes in view.

The dredging and filling, which must precede building operations, was begun on February 11, 1891. The great dredges worked their way slowly through the channels marked out for the future picturesque lagoons and threw up on either side the sand and soil that some months later became beautiful under the hands of the landscape architect. The marshes that lay but little above the level of the lake were soon raised to proper grades, but even when so much was accomplished it can not be said that the appearance of the site was in the least improved. It would be difficult to imagine a more barren and unsightly spot than this gaunt, cheerless plain with the fresh earth and sand scattered over its surface. The total cost of excavating and filling was \$615,254.36.

The first building upon which proposals for construction were invited was that of Mines and Mining. Bids were advertised for on May 14, 1891; the contracts were awarded nine days later. During June, 1891, contracts were awarded for the construction of the building for Manufactures and the Liberal Arts, and for the Horticultural, Electrical, and Woman's buildings; during July for the Administration, Transportation, and Agricultural buildings. In August the Fisheries Building was placed under contract, followed in September by the quaint and interesting Forestry Building, composed of timbers and natural logs of wood in the bark, comprising every species of wood known in this country. Machinery Hall and the Art Building were the last. Both were contracted for in October, 1891.

The rapidity with which these plans were prepared, placed under contract, and put under way is another evidence of the energy and efficiency of the chief of construction, and of his success as an organizer. The lateness

of the time when the contracts were let for the Machinery Hall and the Art Building was a serious misfortune. In each case the installation crowded upon the heels of construction and was delayed. This was particularly true of the enormous power plant, but little of which was in operation on May 1, 1893. The delays were, however, unavoidable. In the case of Machinery Hall they grew out of a commendable caution upon the part of the chief of construction, who deemed it advisable to have certain engineering features of the plan revised and the strains recalculated in order that perfect stability and security might be insured. The Art Building was for many months in an unfortunate predicament; a sentiment prevailed throughout the city that while so many millions were to be expended for temporary buildings it was only just that one of a permanent character should be erected, that might remain as a memorial. It was urged that the Art Building for the Exposition should be located upon the Lake Front and become the property of the Art Institute. The additional cost of making this building permanent could, it was thought, be borne by the Art Institute. Few who were identified with the Exposition enterprise could look with favor upon the separation of this one building from the others, and its location at a point seven miles distant from the rest of the Exposition. The design of the Art Building was delayed many months that this plan might be considered. It was finally abandoned. Charles B. Atwood, the designer in chief of the Exposition, prepared the plans of the beautiful Art Building. It was located in the great meadow in the northern part of Jackson Park, the site previously assigned to the Horticultural Building. It was constructed more substantially than were the other buildings, both for the better protection of the art treasures to be displayed within it, and with the idea

that, with some alterations, it might remain after the rest of the Exposition had passed away. It was built of brick and steel, and, like the other buildings, was covered with staff. But little wood was used in its construction, and it was substantially fireproof.

For the admission of material into the park a spur track was brought in from the Illinois Central Railroad, and as the filling continued tracks were made to diverge in every direction, so that building material was readily delivered wherever it was most convenient for use. Millions of feet of lumber, thousands of tons of structural metals, nails and glass by the car load, every kind of building material came into the park in unheard of quantities. Thirty-six thousand four hundred and seven car loads of structural material, coal, and supplies were received at Jackson Park before July 11, 1893.

The work of filling was begun with a few hundred men. When the construction was fairly organized the number of men employed in the park increased rapidly to more than a thousand, and, as the work went forward, to several thousands. The number employed at any one time can not be given accurately. During the later months, when the construction was nearly finished and the installation was vigorously progressing, from 12,000 to 14,000 workmen were busily employed within the inclosure.

Shortly after the contracts were awarded for the Manufactures Building it appeared that the space which this building provided would be utterly inadequate for the accommodation of the departments of manufactures, liberal arts, and ethnology. The external outline of this building as it was finally constructed was the same as was first designed. The original plan provided a suppressed iron dome in the center and two interior courts, one to be occupied by the leather and shoe trades building and the

other by a music hall. When it was realized that more space must be secured, the plan of the dome and the inner courts was abandoned and the entire inner space was placed under one enormous roof supported by steel-trussed arches. These arches sprang from the floor 206 feet into the air. Their width was 360 feet. They supported a roof of steel and glass, whose central ridge was 237 feet from the floor. They were so connected by hinged bolts at top and bottom as to adjust themselves to changes of temperature without injury to the building.

Little can be said in these remarks regarding the structural features of the Exposition. The brief mention of the stupendous character of the Manufactures Building is made to illustrate the rapidity of action and the fertility of resource, coupled with boldness and audacity, which were the notable characteristics of the Construction Department. The radical change in this structure, just described, was determined upon and designed in a very few days after the conditions which required it were fully understood, and, unlike most radical changes in architectural design, this change was successful from both an artistic and a practical point of view. The enormous glass roof, at its great altitude, presented certain serious objections and very nearly precipitated a lamentable failure of at least a portion of the Exposition. It might be unwise to repeat this experiment, unless with many additional precautions. The danger and damage from broken glass, the difficulty of preventing the roof from leaking, and the snow from forming avalanches of such weight as to crush the lower roofs in their descent, are serious objections. As late as April, 1893, the whole available force in Jackson Park was, on more than one occasion, called into action to protect exhibits from torrents of rain pouring through defective or shattered roofs.

An interesting and important controversy occurred in the spring of 1892 over the letting of contracts for the arc and incandescent electrical lighting. This is worthy of mention, although it is not the purpose of this report to make a continuous record of even the prominent features of the construction work. The almost successful attempt of a combination of electrical manufacturers to compel an enormous outlay upon the part of this company, and the means by which the attempt was frustrated, are subjects of especial interest.

The Electrical Department had been organized with Frederick Sargent as electrical engineer. Great delay was experienced in obtaining data upon which reliable estimates could be made of the amount of electric lighting which would be required. This difficulty was enhanced by the lack of harmony between the two portions of the dual organization, namely, the director-general's departments, under the World's Columbian Commission, and the construction department, under the Committee on Grounds and Buildings of your company. The first complete estimate of the amount of electric light and power required was obtained in January, 1892. Finally, in February, 1892, the chief of construction advised the Committee on Grounds and Buildings that he was ready to contract for the electric lighting for the various great buildings, the Midway Plaisance, and the State and foreign buildings, and for decorative lights. He was at once authorized to advertise for proposals. The bids for arc lighting were presented to the committee on March 15th. The only bid for the entire work was from the Thomson-Houston Company for 6,000 arc lamps at \$38.50 each. This bid was exclusive of wiring, which it was proposed should be done by the Construction Department. Another bid for a part of the whole amount was also considered. The bids were

promptly rejected by the committee. The price named was believed to be excessive and much anxiety was felt over the matter. The gross amount for arc lights would be \$231,000. Nearly all of the principal electric companies of the country were at this time entering into a combination and forming the General Electric Company, and fear was felt lest the prices for lighting would be advanced and the Exposition company be made to suffer thereby, especially as the contract for incandescent lighting, a work of much greater importance than the arc lighting, had not then been arranged for. Two days after the rejection of the bids, when the committee was still considering this important matter, a proposition was received from the Standard Electric Company of Chicago to furnish the apparatus for the arc lighting for \$35 per 2,000 candle power lamp, the company agreeing to take back the apparatus after October 30, 1893, at the rate of \$20 per lamp, making the net price to the Exposition only \$15 per lamp. This bid tended to relieve the situation. In a few days an arrangement was reached whereby the arc lighting was parceled out among several companies at the rate of \$20 per lamp of 2,000 candle power capacity, thus effecting a saving of nearly 50 per cent. Contracts were made with the Standard Electric Company and the General Electric Company at the price named. The total number of arc lamps furnished by them under these contracts was 4,710.

Bids for incandescent lighting were received and considered early in April, 1892. At once the committee had reason to suppose that the tactics employed by bidders in the case of the arc light contracts were being repeated on a larger scale. The estimated number of incandescent lights required was 93,040. The various companies composing the General Electric Company put in bids aver-

aging over \$18 per lamp, which would have brought the total cost of these contracts to the enormous sum of \$1,675,720. But the South Side Metal & Machine Works of Chicago offered a bid for the entire work at \$6.60 per lamp. The other bidders had not supposed that this company would enter into the competition. The remarkable difference between this bid and the others aroused much attention. The figures spoke for themselves, and demonstrated the attempt to obtain from your company an enormous profit out of this contract. Action upon the bids was postponed from day to day, while a subcommittee investigated the bid of the South Side Metal & Machine Works, and conferred with the officers of the General Electric Company with a view to securing a lower bid. It was learned that the bid of the South Side Metal & Machine Company was supported by George Westinghouse, Jr., of the Westinghouse Electric & Manufacturing Company. The General Electric Company reduced their bid to \$10 as against their former bid of \$18.49 per lamp, and thence by stages the bid was reduced to \$5.95 per lamp. Thus was effected a saving over the original bid of \$1,227,771.76.

On April 14th the Committee on Grounds and Buildings received from its subcommittee a report presenting the amended bid of the General Electric Company at the rate of \$5.95 per light, and an assignment of the bid of the South Side Metal & Machine Works to the Westinghouse Electric & Manufacturing Company. All of the original bids were thereupon rejected, and the committee referred the matter to the vice-president of the company, the writer, and the vice-chairman of the committee, W. P. Ketcham, with instructions to close a contract for the incandescent electric lighting with the General Electric Company under the emergency clause in

the by-laws. (This was a clause which authorized the Committee on Grounds and Buildings to close contracts, even for large amounts, without the authority of the Board of Directors or its Executive Committee, whenever an emergency requiring haste should arise.) Within the next few days it became evident that the "bottom price" had not been reached. Mr. Westinghouse, with his attorney, took up the matter afresh with your vice-president, urging that he had not had an opportunity to inform himself sufficiently as to the plans as a basis for presenting a proper bid. After a careful consideration of the subject, your vice-president—who, in the absence of the president, Mr. Baker, was acting president—reported to the Committee on Grounds and Buildings that, in his opinion, an emergency did not exist, and that he deemed it inexpedient to enter into the contract as directed by the committee. The vice-president had already obtained ample assurance that if the contracts were readvertised a bid lower than \$5.95 per light would be presented. The committee authorized the chief of construction to advertise again for bids for incandescent electric lighting. In response the General Electric Company submitted the same bid as before, and the Westinghouse Electric & Manufacturing Company a bid for the entire service for the gross sum of \$399,000. The contract was awarded to the latter company on May 23, 1892. The total saving upon the contract for incandescent electric lighting was \$1,275,720. Adding to this the amount saved upon the contract for arc lighting, we have a total saving of about \$1,386,720, a sum about equal to the entire surplus fund which your company had on hand after winding up its affairs. The difficulties involved in this matter were not confined to questions of finance. The electric light plant was to be of enormous size—two or three times as great

as that in existence at the time in the business district of the city of Chicago. Failure of the contractor to perform, properly, the stipulations of his contract would have involved the Exposition in serious disaster. It is a pleasure to add that the Westinghouse Company complied fully with its contract, and performed its huge task in a manner entirely satisfactory.

The Mechanical Department was closely allied to the Electrical Department. The latter was naturally dependent upon the former. Their development was upon parallel lines and for a portion of the time both were in charge of one officer. The amount of power and light which the Exposition would require could not be definitely ascertained in advance. Both the power plant and the lighting system had to be so constructed as to permit great and frequent enlargements as found necessary. Power and light were naturally of vital importance to the needs of the Exposition, and yet, for perfectly natural causes, these departments were often subordinated in matters of detail to artistic requirements and the demands for exhibit space.

The Mechanical Department was organized with J. C. Slocum as mechanical engineer, who entered upon the discharge of his duties on March 2, 1891. The first estimate was for a plant of from 15,000 to 20,000 horse power. As finally completed the plant aggregated 29,830 horse power. In the summer of 1891 a temporary power plant was provided, to furnish light for carrying on work by night. Besides this the temporary plant supplied power for electric motors and operated pumps for fire protection. The installation included engines which aggregated 830 horse power, two 500 horse power Babcock and Wilcox boilers, and three Worthington pumps capable of supplying a million gallons of water per day. All the boilers, engines, and pumps were furnished by the manu-

facturers free of cost to your company. The first engine, as well as the first electric lights, was operated on October 29, 1891. The plant was located west of the Mines Building and south of the building for Transportation Exhibits. It was used continuously until April, 1893, when it was removed.

The Henry R. Worthington Company offered to furnish, under certain conditions, as exhibits, free of cost to the Exposition, four pumps of an aggregate capacity of 40,000,000 gallons of water per day, for the fountains in the Court of Honor. This offer was accepted and subsequently two additional pumps were accepted from the same company for the purpose of forcing water to the roofs of the highest buildings in case of fire. The boiler plant was located in an annex, eighty feet wide, extending along the south side of Machinery Hall. A similar house extended along the annex to Machinery Hall. In these two buildings were installed fifty-two boilers, aggregating over 20,000 commercial horse power capacity. For their use the Exposition paid \$5.33 per horse power, except in case of some of the later contracts, for which \$6.20 per horse power was paid. The engines were located along the south side of Machinery Hall and of its annex, adjacent to the boiler houses referred to. They were supplied by the manufacturers as exhibits, free of cost to your company, except that the Exposition paid the expense of operating them. In all there were seventy-seven engines, aggregating 29,830 horse power.

The fuel used was oil. This was determined upon after much deliberation as to the use of oil, or of coal, or of gas to be manufactured on the grounds. A contract was made with the Standard Oil Company for fuel oil at 70 cents a barrel prior to January 1, 1893, and 72½ cents per barrel thereafter. The oil was received by pipe line

from the Standard Oil Company's station at Whiting, Ind., twenty-two miles distant, and was delivered into tanks in the southwestern part of the grounds. From these tanks it was pumped to the boilers under pressure determined by a standpipe. A large amount of machinery, and devices of all sorts, for use in the Mechanical Department were furnished free as exhibits.

Mr. Slocum resigned in March, 1892, and Frederick Sargent, the electrical engineer, became mechanical engineer as well. In February, 1893, Mr. Sargent resigned, leaving to Charles H. Foster, who had recently entered the service of your company, the difficult task of completing the power plant in time for the opening of the Exposition. At the same time Richard H. Pierce became electrical engineer.

The 2,000 horse power Allis engine was the only one of the large engines in the incandescent plant which was run on May 1, 1893, but several others were started during the same week. A few were delayed for several weeks after the Exposition was opened. That this plant was in condition at the opening of the Exposition your company is indebted to the energy and ability of Mr. Foster.

The Department of Water Supply, Sewerage, and Fire Protection was organized in November, 1890, by the appointment of W. S. MacHarg as engineer. The task of this department was to supply water for drinking, for domestic purposes, fire protection, mechanical uses, and fountains, and to construct a system of sewerage which would render the grounds habitable for an average population of 200,000 per day, with the possibility of 600,000 on some days. To supply water for domestic uses and fire protection the most economical and satisfactory arrangement was to secure water from the neighbor-

ing Hyde Park tunnel and pumping station. This was done by a contract with the city whereby the Exposition agreed to erect two pumping engines at the Hyde Park station, the city agreeing to purchase these engines at cost when the Exposition no longer required them, and until then to supply water to the Exposition at a sufficient pressure, by means of these pumps, at the cost of pumping, not to exceed \$20 per million gallons. The capacity of the engines was 12,000,000 gallons per day and they cost \$196,415.71.

The water for the fountains in the Court of Honor was supplied by means of the Worthington pumps, heretofore referred to in connection with the Mechanical Department, the pumps being erected south of the southeast corner of Machinery Hall and supplied by a tunnel five feet in diameter and 165 feet long, taking water from the south end of the south canal. Additional fire protection for the high roofs was also furnished from this pumping station. About thirty-two miles of mains and submains, from thirty-six inches to four inches in diameter, were laid in the park.

As it was known that sickness, particularly typhoid fever, had been caused by impure water at previous expositions, and as there was much complaint as to the condition of the water supply of Chicago at this time, arrangements were made for supplying filtered water to the public from 100 Pasteur-Chamberland filters distributed at various points through the grounds. In addition to this precaution a concession was granted to the Waukesha Hygeia Mineral Springs Company for the sale throughout the park of water from springs in Southern Wisconsin. This water, brought more than a hundred miles by a pipe line from the spring in Waukesha, was received into a cooling plant and thence distributed to convenient points, where it was

sold at 1 cent a glass. There were 167 booths for the sale of this water and 372 taps for private delivery.

There were three systems for caring for sewage. First, for the roof water, which was collected and discharged directly into the lagoons or into Lake Michigan through pipe sewers at the most convenient points. Second, the roadways and grounds were drained of storm water by a system of sewers discharging into Lake Michigan, each system being provided with a pump well and pumps. Third, sewers for domestic service, by means of which sewage was pumped to the Sewage Cleansing Works in the southeast portion of the grounds, where it was treated with chemicals, solidified, and burned.

These systems were used in Jackson Park only. The Midway Plaisance was drained into the city sewers.

A garbage crematory was erected near the Sewage Cleansing Works and to it was brought all the garbage collected upon the grounds by the teams of the Transportation Department, as well as the material from the Sewage Cleansing Works, all being consumed without producing any odor. From May 9th to November 1st, 5,009 tons of garbage were burned, 90,116 gallons of fuel oil being required for the purpose. In addition 1,854 tons of sludge cake were burned, using 79,723 gallons of oil.

Fire hydrants were distributed throughout the grounds and the floors of the great buildings. Standpipes for fire protection led from the water mains to the roofs of all the large buildings. They were supplied with hose-reels and hose upon every floor, ready to furnish streams of water at an instant's notice. A pressure of seventy-five pounds per square inch was maintained upon the mains connected with the Hyde Park pumping station, enough to protect the roofs of the Exposition buildings to the height of 100 feet. For protection above this height a

secondary system was constructed connected with the Worthington pumps, upon which a pressure of 180 pounds was maintained constantly. This pressure could be increased promptly to 200 pounds per square inch, which would have afforded forty pounds pressure upon the highest roofs. One thousand hand fire extinguishers were distributed throughout the buildings, and concessionaires provided over 800 more. The cost of standpipes, reels, hose, and connections was \$83,076.84. The amount disbursed by the Exposition for water and sewerage was \$944,492.20.

The details of the work of this department are fully set forth in the admirable report of the engineer, W. S. MacHarg, attached to the report of the director of works.

The Department of Transportation was ultimately merged with that of Construction, but as its work is closely allied to the events of the Exposition season I have postponed reference to it, as well as to the Medical Department, Fire Department, etc., until that stage in the narrative of the company's work is reached. All of the branches of the Construction Department and of its successor, the Department of Works, are covered in the report of the director of works and the reports of his chief officers attached thereto. These documents are with the Exposition files in the possession of the Field Columbian Museum.

The winter of 1891-92 was open and favorable. Owing to this fortunate circumstance, and to the energy of the officers, excellent progress was made. The Woman's Building was substantially completed by March 19, 1892. The Mines Building was nearing completion at the same time, and the dread of failure to accomplish the work within the time given was lessened materially by these evidences of progress.

The needs of the World's Congress Auxiliary, a body organized for the purpose of assembling congresses and conventions in connection with the World's Columbian

Exposition, required the provision of several large convention halls. The plans of the Art Institute of Chicago for a permanent memorial building had by this time matured, and in its aid of this plan, on May 8, 1892, the Exposition appropriated \$200,000 with the understanding that the Art Institute, with the assistance of this appropriation, would construct a building at a cost of \$600,000 which should be used by the World's Congress Auxiliary for its purposes during the Exposition season and should revert to the uses of the Art Institute at the close thereof.

Such in brief is an outline of the inception and the early development of the work of construction. This report can give but a faint idea of the work and can not be expected to do justice even to its most prominent features. For all the many details, it is necessary to consult the reports of the director of works and of his chiefs, and the records of the Committee on Grounds and Buildings. This committee sat almost daily from the spring of 1890 until August, 1892. It was composed at first of Messrs. Cregier, Aldis, Davis, Medill, Palmer, Pike, and Schwab. Messrs. Medill and Palmer were soon succeeded by Edward T. Jeffery and Robert A. Waller. Mr. Jeffery became vice-chairman and presided at many of the meetings in the absence of Mayor Cregier. The duties of the committee were never more severe than during the first year of its work, when meetings were held daily and often extended far into the night. President Gage met regularly with it, being *ex officio* a member. The sense of the grave responsibility resting upon them caused all the members to attend punctually and to give the work their undivided attention, although at the great sacrifice of personal convenience. After the election of a new Board of Directors in April, 1891, the membership of the committee was somewhat changed. Of the old members Messrs. Jeffery, Gage,

Waller, and Schwab remained, and Edward F. Lawrence, William P. Ketcham, and George W. Saul were added. Mr. Jeffery became chairman. During the year that succeeded, the work of receiving bids and placing contracts for the major portion of the work was accomplished. Before the close of the year, in the midst of the great work over which he was presiding, Edward T. Jeffery resigned to accept the presidency of the Denver & Rio Grande Railroad Company, which required his removal from Chicago. Lyman J. Gage succeeded him as chairman, and William P. Ketcham became vice-chairman. The vacancy in the committee was filled by the appointment of Henry B. Stone, who had been elected a director and whose presence on the Board and in the committee had been earnestly desired.

Another change in the committee occurred during the year. This was the resignation of Mr. Waller and the appointment of Robert C. Clowry in his place. Mr. Clowry was chairman of the Committee on Electricity, and it was found necessary to keep the electrical work in close touch with that of the Committee on Grounds and Buildings, and, therefore, Mr. Waller tendered his resignation in order that Mr. Clowry might become a member. Mr. Waller continued his arduous service as a member of the Committee on Ways and Means, of the Insurance Auxiliary Committee, and as chairman of the Committee on Liberal Arts.

Mr. Stone, by his intelligent and active coöperation, soon justified the opinion which had been held as to the value of his services. In April, 1892, after an election of directors, when the committee was reappointed, he became the chairman, the other members being Messrs. Gage, Ketcham, Lawrence, Schwab, Pike, and Clowry.

As the year 1892 advanced, and the buildings began

to take on the appearance of completeness, uneasiness as to the future was universally felt. The success which had been achieved in pushing the work rapidly forward was due to superb organization and the effective control of every instrumentality operative within the grounds. It was felt that this unity of control was about to come to an end. As the director-general and his exhibit departments moved upon the situation for the purpose of accomplishing the functions for which they were constituted, the committee would necessarily cease to have that perfect control of the situation necessary to maintain its present rate of progress. Many anxious conferences were held. A relaxation of energy at this time, it was felt, would be fatal. The financial problem was yet unsolved and was likely to prove a burden sufficient to require all possible strength. It was by no means clear that the work of construction, under the best conditions, could be completed in time, especially as during the approaching winter of 1892-93 the construction and installation would have to proceed at the same time. The members of the Committee on Grounds and Buildings, confronted with the contingencies and dangers of the situation, felt that even if the price of efficiency was their own effacement, they must pay the price. The deliberations upon this subject finally led to the creation of the Council of Administration on August 18, 1892. This will be referred to in Chapter VII.

To the Council of Administration was given full authority over both the director-general and the chief of construction, subsequently called the director of works, thus effecting that unification of control which had been so earnestly desired. With the creation of this body the splendid services of the Committee on Grounds and Buildings came to an end.

CHAPTER IV.

FINANCE AND WAYS AND MEANS.

FROM the first the members of the Board of Directors were keenly alive to the magnitude of the task which the Act of Congress had laid upon them.

The attitude of foreign nations toward the Exposition could not be learned until they had been invited to participate. The invitation of the President of the United States could not issue until a site had been tendered and accepted, plans and specifications of buildings approved, and satisfactory guarantees secured to the effect that \$10,000,000 would be provided by your company "in ample time for its needful use."

Two per cent of the subscriptions to the capital stock was paid when the subscriptions were made, to create a working fund for the use of the preliminary organization. Soon after its organization the Board of Directors called for a further payment of 18 per cent on or before the first Monday in June, 1890. An engraved certificate was offered as a premium for the payment of subscriptions in full, with a view to save the labor of collecting the smaller subscriptions by installments. Payments of this first installment were made promptly and the company was soon provided with a fund of over a million dollars.

The Board of Directors determined immediately to make further efforts to increase the subscriptions to the capital stock. For this purpose a meeting of the stockholders was held on June 12, 1890, and the authorized capital stock of

the company was increased from \$5,000,000 to \$10,000,000. At the same meeting the official title of the corporation was changed from the "World's Exposition of 1892" to the "World's Columbian Exposition."

It was hoped that a considerable amount of additional capital stock would be subscribed, thus increasing the available funds of the company, but it was not reasonable to suppose that, after the vigorous canvass of the city made to secure the first \$5,000,000, it would be possible to go over the same ground and raise an equal amount. The company was therefore compelled to look to other sources for the remainder of the sum which Congress by law required it to furnish. There was but one other source, namely, an issue of bonds by the city in aid of the Exposition. This was impossible under the constitution of the State, the city having already a bonded debt as great as the constitution permitted. To accomplish the desired result it was necessary to obtain an amendment to the constitution. The situation was properly represented to the Governor of the State, Hon. Joseph W. Fifer, who thereupon convened the Legislature in special session on July 23, 1890. The Legislature promptly passed a joint resolution authorizing an amendment to the constitution of the State and providing for the submission of the same to the people of the State at the election to be held in the following November. This amendment authorized the city of Chicago to issue \$5,000,000 of bonds in aid of the World's Columbian Exposition. It received a substantially unanimous vote of the people of the State. In presenting the financial needs of the company to the Governor and to the State Legislature many directors were active. The newly elected secretary of the Board, Benjamin Butterworth, took up his duties at this point and labored for the accomplishment of this work, aided by the presi-

dent, Mr. Gage; the vice-president, Mr. Bryan; the chairman of the Committee on Legislation, Mr. Walker, and many others. They met a ready, willing, and sympathetic response, the State pride and enthusiasm of the Governor and the members of the Legislature being fully aroused and equal to the occasion.

The two committees of the Board of Directors charged with the different branches of the financial problem were the Committee on Finance and the Committee on Ways and Means. It was really the duty of every director to further the financial interests of the corporation in every way in his power, and each one labored upon its details in one way or another.

The Committee on Finance consisted of Mr. Peck, chairman, and Messrs. Gage, Higinbotham, Keith, and Odell. Its duties related to the general direction and control of the financial policy of the company.

The Committee on Ways and Means was a larger body, composed of thirteen members. As first organized, it consisted of Otto Young, chairman, with Messrs. Butler, Colvin, Fish, Higinbotham, Keyes, Kohlsaat, Lawrence, McCormick, McNally, Nathan, Wacker, and Waller. This committee had charge of the details of the collection of installments upon the capital stock as they were called for, the raising of money by new subscriptions to capital stock, the granting of privileges and concessions in connection with the Exposition, and the arrangement of a system for the admission of visitors during the Exposition season.

The difference between these two committees consisted in this: The smaller committee, on finance, composed, with one exception, of leading bankers, was an advisory committee on the larger questions of financial policy. In addition to this, it exercised general supervision over the offices of the auditor and the treasurer. Its members kept

in touch with the larger stockholders of the company, and especially with the banks of the city. It frequently met for conference; it recommended to the Board of Directors, from time to time, when installments upon the capital stock should be called for. It was the center for the discussion of movements for the financial support of the Exposition and of efforts to interest the National Government in behalf of the enterprise.

The larger committee, on Way and Means, composed of active business men engaged in mercantile and manufacturing pursuits, took charge of the work of soliciting and collecting subscriptions to the capital stock, and mapping out the details for securing the largest financial returns consistent with the dignity of the Exposition.

The Committee on Finance, anticipating the ratification by the people of the State of the proposed amendment to the constitution providing for the issue of bonds, approached the city council and arranged for the details of this issue. Immediately after the election the city council adopted an ordinance directing the sale of \$5,000,000 of 5 per cent bonds, with the condition that, before the proceeds of said bonds should be paid into the Exposition treasury, \$3,000,000 should be collected from stock subscriptions.

In the meantime the Committee on Finance, with the aid of the treasurer, had carefully examined the stock subscription list, and made an estimate of the amount which would probably be collected thereupon. In this estimate they were assisted by a study of the payments made upon the first installments, in the previous month of June. It could not be expected that the entire amount would be paid. On account of the large number of subscriptions—over 28,000 in April, 1890—and the great number of subscribers for small amounts, whose ability to pay could be

destroyed by a small change of circumstances, it was but reasonable to assume that a considerable portion would prove delinquent, and that some part of this delinquency could not be collected. The officers of the company and the committee in charge were agreeably disappointed in this respect. A considerable delinquency occurred at first. This was greatly reduced from time to time until finally all but 7 per cent of the total amount subscribed was collected.

Additional subscriptions to the capital stock had been taken, so that when the city bonds were authorized in November, 1890, the Committee on Finance was in a position to state that whatever delinquency might occur would be more than offset by new subscriptions, and that the Board was sure of realizing \$5,000,000 from this source. This matter was submitted to the World's Columbian Commission for investigation, in common with other matters which the Act of Congress required that body to pass upon, and the Commission, by resolution, declared itself satisfied that an actual, bona fide, legally binding subscription existed, from which the company would realize \$5,000,000; also that satisfactory guarantees existed for \$5,000,000 more, thus recognizing that the obligation placed upon the city of Chicago by the Act of Congress was fully complied with.

The financial requirements of the Act of Congress, as well as the requirements as to site and plans, were brought to a satisfactory conclusion in the latter part of November, 1890, and thus the Board was placed in a position to ask for the issuance of the President's proclamation and of the invitations to the nations of the world to participate in the Exposition.

Although the Act of Congress imposed upon the city of Chicago no further financial duty than the raising of \$10,000,000, the Board of Directors had no thought of

resting at that point. Such an Exposition as the dignity of the occasion and the desires of the nation demanded could not have been prepared for this amount. Fifteen millions of dollars, it was thought, might do it, but those who looked farthest into the future and studied the situation most carefully placed their figures considerably higher. There was no pledge upon the part of the National Government to aid the enterprise financially, beyond paying the actual expenses of the National Commission and providing a Government Building with an exhibit of the various departments of the United States Government. Nor was there any pledge or requirement of the city of Chicago to furnish anything in excess of the \$10,000,000 already provided. Nevertheless, the effort to obtain new subscriptions to the stock was pushed vigorously. The Committee on Ways and Means opened a bureau of subscriptions, and additional subscriptions were taken at all times during the preliminary period of the Exposition, almost up to the time when the gates were opened. It had been hoped that a considerable portion of the additional \$5,000,000 of stock authorized might be secured, and that thus the financial problem might be materially assisted, if not fully solved. The total amount taken in subscriptions did not greatly exceed \$6,000,000, from which the company realized, up to June 30, 1894, eight months after the close of the Exposition, \$5,614,425.86. It was, indeed, too much to expect that so large a sum as \$5,000,000 could be secured for the enterprise from a community which already had been canvassed and pledged for a like sum. In a city so comparatively young as ours, and without the great accumulations of wealth existing in cities of greater age, the public spirit of the citizens was heavily taxed for the amount which was secured and it was difficult to obtain anything more.

As soon as the conditions precedent to the issuance of the President's proclamation were satisfied, the work of dredging and filling Jackson Park begun, and the designing of buildings placed in the hands of the eminent gentlemen of the Board of Architects, the Board of Directors undertook to ascertain, as nearly as possible, the true extent of its financial problem. A Budget Committee was formed, consisting of President Gage and Messrs. Baker, Clowry, Higinbotham, Jeffery, Keith, Peck, and Young. After several weeks of careful deliberation, during which estimates were received from the Construction Department embracing every part of its work as it then appeared, and every department under the director-general, as well as the corporate officers of the company, the committee submitted the following estimates, on February 20, 1891, to the Board of Directors:

ESTIMATE OF AMOUNT REQUIRED BY THE WORLD'S COLUMBIAN EXPOSITION FOR ALL PURPOSES UP TO OCTOBER 30, 1893.

Grading and filling.....	\$ 450,400
Landscape	323,490
Viaducts and bridges	125,000
Piers.....	70,000
Waterway improvements.....	225,000
Water supply and sewerage.....	600,000
Railways (not including the Intramural Railway)	500,000
Art Palace.....	600,000
Agricultural Building.....	800,000
Passage between Agricultural Building and Machinery Hall.....	30,000
Machinery Hall and Annex.....	1,200,000
Administration Building.....	500,000
Mines and Electricity.....	550,000
Horticultural Hall	400,000
Manufactures and Liberal Arts.....	1,500,000
Stock show, complete.....	350,000
Transportation Building.....	375,000
Annex	100,000
Fisheries Building.....	240,000
Woman's Building.....	200,000
Music Pavilion.....	20,000
Main Colonnade.....	25,000
Entrances.....	50,000
Pier, Casino.....	50,000
Carried forward.....	<u>\$9,283,890</u>

Brought forward.....	\$9,283,890
Storage House and working force accommoda- tions.....	25,000
Construction office.....	15,000
Police stations.....	20,000
Outside water closets.....	20,000
Plumbing, etc., special for buildings.....	150,000
Water and sewerage for buildings.....	75,000
Total	\$ 9,588,890
Steam plant.....	800,000
Electricity.....	1,500,000
Miscellaneous (statuary on buildings, fuel and light during construction, vases, lamps, decorative lamp-posts, and seats)	178,000
Total for Construction Department.....	\$12,066,890
Lake Front Park (landscape, viaducts, fountains, statues, etc.).....	200,000
General expenses of Construction Department (salaries, architects' fees, rents, labor, and material until build- ings are removed).....	500,000

ORGANIZATION AND ADMINISTRATION.

Departments under control of director-general. Salaries and expenses:	
Agricultural	\$ 88,225
Horticulture	91,975
Live Stock and Premiums.....	186,440
Fish and Fisheries	38,575
Mines and Mining	66,025
Machinery	109,000
Transportation Exhibits.....	39,850
Manufactures	94,000
Electricity	83,000
Fine Arts	103,800
Liberal Arts	100,000
Ethnology and Archæology	150,000
Forestry and Forest Products.....	21,900
Publicity and Promotion.....	300,000
Foreign Affairs	300,000
Installation Department.....	50,000
Total for director-general's departments.....	1,822,790
Expenses of officers, departments, committees, and agencies of the Board of Directors, including insurance, claims, and contingencies	1,395,800
Expenditures of preliminary organization prior to April 4, 1890	89,973
Total for all departments of the Exposition to May 1, 1893	\$16,075,453
Operating expenses May 1 to October 30, 1893....	1,550,000
	\$17,625,453

This was the first careful estimate which the Board had been able to make, and was of value as a basis upon which to shape the financial operations of the company, but, as will hereafter appear, it fell short several millions of dollars of the total requirement for the work. The estimated expenditures for construction alone were \$6,000,000 less than the actual amount disbursed for that purpose, and operating expenses—estimated at \$1,550,000—actually amounted to \$3,540,037.41.

While the company had not the resources necessary to meet its estimated expenditures, the directors decided that the work must be carried on upon the lines laid down. The estimates were made as low as possible, with due regard to the dignity of the Exposition, and the directors had confidence in their power to make provision for the deficit before the necessity arose. For more than a year to come the company would have resources with which to meet its obligations, and in the meantime efforts could be made to place the work in a proper light before the country, and arouse public sentiment to its support. Little doubt was felt that aid from the National Government would be forthcoming, provided the company fulfilled its duty, administered its affairs properly, and carried the work forward energetically upon the grand plans which had been adopted.

As before stated, 20 per cent of the capital stock had been called for by June, 1890. A second call was made for 20 per cent payable June 1, 1891, and soon after this, as heavy payments began to fall due upon construction contracts and for salaries and general expenses, a third installment was called for, to be paid on September 1, 1891. These installments, if paid in full by every stockholder, would have realized over \$3,000,000, and would have enabled the company to call upon the city govern-

ment for the proceeds of the \$5,000,000 of the city bonds. The inevitable delinquency of a part of the subscriptions, which had to be collected by solicitors, and in some cases through the courts, caused the amount to fall short of \$3,000,000. To reach the desired sum without calling for a fourth installment, the Board offered a premium of two tickets of admission for each share of stock paid up in full before a certain date. This inducement was specially intended to facilitate the collection of the small subscriptions. The payments made in response to this offer brought the desired result, and about the middle of September, 1891, the city government was requested to sell the bonds and pay the proceeds into the Exposition treasury.

Three millions of dollars of its bonds were sold by the city to Blair & Co. of New York, on January 7, 1892, at par and accrued interest, to be delivered and paid for as follows:

February 1, 1892	\$1,000,000
February 15, 1892.....	500,000
March 1, 1892.....	500,000
March 15, 1892	500,000
April 1, 1892	500,000

Blair & Co. also obtained an option to purchase the remainder of the issue, \$2,000,000, before a certain date, and by August 2, 1892, the entire proceeds of the bonds issued by the city for this purpose had been paid into the Exposition treasury. Meanwhile the fourth installment of 20 per cent upon the stock of the company was paid in, April 15th, and the fifth installment on June 15, 1892. Thus at the beginning of August the company had gathered into its treasury all its available resources.

In the meantime steps had been taken which relieved the situation and bridged over the deficit in the budget. The early warning in February, 1891, that such a deficit was inevitable had given the Board of Directors time in

which to act. This budget was published more than a year before the payment of the last installment of the capital stock, and eighteen months before the full amount of the stock and the city bonds had been expended. The utterances of Lyman J. Gage, first as president of the company and afterward as a member of the Board of Directors and of its Committee on Finance, kept this difficulty clearly in the minds of the directors, and he was tireless in urging the consideration of the problem and devising means for its solution. At the close of his term as president in March, 1891, he submitted to the Board of Directors a report, embodying the budget estimates as recently prepared and presenting concisely and clearly the situation of the company. With eloquent and stirring words he set forth the high and dignified character of the enterprise in which the company was engaged. The report carried with it, also, words of warning as to the difficulties which beset your company, and his language served as an index to the incoming Board of Directors of the magnitude of the trust accepted by it. He pointed to the fact that in providing more than \$10,000,000 for the enterprise, Chicago had fulfilled all the financial conditions imposed upon her by the Act of Congress. He asked:

“Why, having done this, should this company assume the burden and risk of creating an exposition to cost fifteen or sixteen millions of dollars? Why not, instead, limit and restrict the undertaking to a cost of \$10,000,000, unless the National Government, or some other responsible and equally interested party, shall first agree to provide the difference?”

In answer to this he replies:

“Neither the people of our city, of our State, of our country, or of the world would be, or ought to be, satisfied with any exhibition that will not worthily exemplify the progress of the world in art, science, and industry, and which will not typify the highest achievements in architecture, in art, and in all things which illustrate the utilization by man of the resources and powers of nature.”

He pointed to the fact that M. Berger, late director-general of the Universal Exposition of 1889 at Paris, after careful study of the conditions existing at Chicago, had named \$17,000,000 as his estimate of the capital needed for this purpose, an amount which was in striking coincidence with the total named in the budget given above.

Frequent warnings of a semi-official character had been received that this company and the city of Chicago must not expect aid from the National Government. The disappointment of other cities which had competed for the location of the Exposition was an additional reason for doubt as to the possibility of securing aid from the national treasury, yet it was the firm belief of Mr. Gage, as of every other director, that when this company and this city had met, and more than met, its fair share of the enormous cost of this great work, in which every citizen of the republic was interested, the generous recognition and coöperation of those outside of our municipal boundaries could be reasonably demanded. Finally, if this expectation should not be realized, there remained a last alternative of carrying the enterprise through and compelling the patriotic citizens of Chicago to bear the heavy burden unaided. That this alternative would have been met had the necessity arisen, no true citizen of Chicago will doubt for a moment.

To foster the interest of the world at large in the Exposition, a commission was sent to Europe in the summer of 1891, just as the construction of the buildings was fairly begun, and the diplomatic corps at Washington was invited to make a visit to Chicago in a body to inspect the work and the plans. The Department of Publicity and Promotion used every effort to spread reliable information and to create a favorable sentiment regarding the Exposition.

The Fifty-second Congress was to assemble in December,

1891, and the Board of Directors determined that an appeal to this body should be made with a view to securing proper financial recognition. In preparation for this appeal, the Committee on Grounds and Buildings, on August 31, 1891, submitted a brief report, setting forth its operations to that date, the organization of the Construction Department and the work done thereby. This report is the next published utterance as to the progress of the work after the report of Mr. Gage made six months before. It marked another stage in the enterprise, for in the meantime the buildings, with two exceptions, had been placed under contract and the work was advancing rapidly. Sufficient time had not elapsed, however, to reveal the true proportions of the enterprise and to show how inadequate even the large amount named in the budget was destined to prove. Nevertheless, something of the true situation was beginning to be felt. While the figures of the budget of February, 1891, were quoted almost without change, they were not looked upon as the limit of the expenditures.

The committee said:

"The scope of the Exposition has grown upon your committee as the work has progressed. It has appeared to us that the preliminary estimates of the cost of the work are entirely inadequate to such an exposition as the people of the United States expect to be produced under national auspices. The classification comprises exhibits on an enormous scale, in departments heretofore either wholly ignored or lightly treated in great expositions or made the subjects of special expositions at great expense.

"At the Exposition of 1893 all branches of human industry will be included, on a complete and comprehensive scale. This requires that each department should have for its installation a building and grounds such as have previously been considered unnecessary or impossible in great expositions. The area embodied in the Exposition grounds will be nearly three times that of the greatest exposition heretofore held. The separate departments of Agriculture, Electricity, Mines, Horticulture, and Transportation especially will each be developed on a scale that has not been produced even where they have been made the subjects of special expositions.

“The great dimensions of the Exposition are not due to any extravagant ideas of your committee, but are forced upon us by the comprehensiveness of the plan and scope set forth in the classification adopted by the Commission, as authorized by the Act of Congress. Your committee, however, heartily concurs with the Commission that in the presentation of the Exposition, all features, whether relating to the comprehensive display of exhibits, the beauty of the grounds, the style of the buildings, the convenience of visitors, facilities for transportation, decorations, or general beauty, must, in order to keep pace with American progress and enterprise, be in advance of any of its predecessors, and the honor and dignity of the people of the United States demand that all of these conditions be fully met. To do this, expenditures on a scale larger than was originally estimated are necessary and, indeed, absolutely indispensable.”

By this language the committee sought to show clearly the fact that the Exposition company was not responsible for the scope of the enterprise, but was simply endeavoring to provide for a national undertaking that should be adequate to the requirements of the classification of exhibits prepared by the World's Columbian Commission, and that some portion, at least, of the burden of this undertaking should be borne by the nation at large.

The World's Columbian Commission, at its meeting in the fall of 1891, gave its indorsement to the work, as undertaken by the company, and adopted a resolution approving the project of appealing to Congress for a loan in aid of the Exposition. The directors, however, had no intention of asking for a loan. They did not consider it proper that the Government, in granting financial aid to this national undertaking, after the city had expended over \$10,000,000 upon it, should receive in return a first lien upon the proceeds of the entire investment. Further than this, a loan of \$5,000,000 secured by a first lien upon the resources of the Exposition would have fallen short of meeting the company's requirements by at least \$2,000,000, even under the budget of February, 1891, and at the same time would have exhausted the company's capacity to

borrow. There was no need of going to Congress for this kind of a loan. It could have been placed at home. What the company insisted upon as the proper expression of the financial responsibility of the Government toward the Exposition was an appropriation in its aid without any requirement as to repayment—in other words, a gift.

In December, 1891, both the Senate and the House of Representatives appointed committees on the World's Columbian Exposition. A bill was introduced providing for an appropriation of \$5,000,000 in aid of the Exposition. A subcommittee of the Committee on Appropriations of the House of Representatives visited Chicago on March 30, 1892, and conducted an investigation in open session until April 8th. The committee then adjourned to Washington, where the investigation was continued, and on May 20, 1892, presented to the House of Representatives a report which was ordered to be printed. This report filled 689 pages of closely printed matter and included estimates from several standpoints as to the total receipts and disbursements of the company. The magnitude of the report of this investigation illustrates the great number and importance of the operations already under way in connection with the Exposition. This report includes an estimate of expenditures to May 1, 1893, amounting to \$16,956,684.92, nearly \$1,000,000 more than the total of requirements in the budget of February, 1891, prepared more than a year before. This increase was made in spite of the most determined efforts to cut down estimates to the lowest possible limit, and to present to Congress the most favorable showing consistent with the facts of the case. As a matter of fact this estimate could very justly have been increased by a large amount. On the other hand, the work was still in that period of transition when parts of the plans were being enlarged and changed from day to day, and when

it was more difficult to arrive at reliable estimates for the various branches than either at the beginning or later when the work had reached a more definite stage. Nothing could be truthfully said of the situation except that large and unexpected increases in the expenditures of every department might be required to enable it to meet fully the probable demands.

The report of the Congressional Committee closed with the following tribute to the Exposition:

In closing this report your committee express, without reserve, their confidence in the assured success of the Exposition. In every essential feature it stands unrivaled in all time. Fifty-six nations and colonies have accepted the invitation to participate in the enterprise, and have appropriated \$3,783,000 for that purpose. It is expected that twenty other foreign nations will also be represented. Complete exhibits will be made by all countries which promise attendance, twenty-six of which will erect special buildings for their own displays. Thirty States and Territories of our own Republic will erect buildings and make special exhibits, for which \$3,182,500 has already been provided. It becomes obvious, therefore, that the expenditures of the local corporation, of individual enterprises of the States and Territories, and of our own and of all foreign governments, will reach the stupendous aggregate of not less than \$30,000,000* for Exposition purposes.

In its scope and magnificence the Exposition stands alone. There is nothing like it in all history. It easily surpasses all kindred enterprises, and will amply illustrate the marvelous genius of the American people in the great domains of agriculture, commerce, manufactures, and inventions, which constitute the foundation upon which rests the structure of our national glory and prosperity.

After the Congressional Committee had reported, vigorous efforts were made to secure an appropriation of \$5,000,000 in aid of the Exposition. The difficulties in the way can scarcely be overestimated. They included every kind of misrepresentation and criticism, often unjust and arising from failure to appreciate the character of the undertaking. Moreover, the political situation entered into

* The total disbursements of the Exposition Company alone to June 1, 1894, were \$27,245,566.90. The estimate of \$30,000,000 in the Congressional report as the total expenditures from all sources was too small.

the case and complicated the difficulties of the task. A presidential election was approaching, and public measures, especially appropriations, were affected by their supposed bearing upon this event. It was intimated that if the company would accept a loan instead of a direct appropriation, this form of aid might be secured. The Board of Directors rejected this proposition, and, moreover, refused to be put in the attitude of suppliants for favor, rather than that of persons conscious of the justice of their demands. The struggle continued through June and July, and it became apparent that the bill would not pass. The time approached for Congress to adjourn, and in the meantime the company had entered into contracts in excess of the total amount of its capital stock increased by the proceeds of the city bonds. Deep anxiety was felt. Still there was no thought of changing the request for an appropriation to a request for a loan. The Committee on Finance quietly conferred with prominent stockholders and wealthy citizens, and had in hand a half-formed plan which provided that in case the loan were tendered, it would be promptly rejected, and the entire amount necessary for the purposes of the Exposition be raised by a loan in Chicago.

Owing to the opposition a change of tactics was thought advisable. After consultation among the friends of the Exposition, a bill was prepared and introduced early in July, 1892, instructing the Secretary of the Treasury to have coined, out of the uncurrent subsidiary coin in the Treasury, five millions of dollars, in Columbian half dollars, the devices and designs of which should be prescribed by the Director of the Mint, said coins to be paid by the Secretary of the Treasury to the World's Columbian Exposition, upon estimates and vouchers certified to by the president and by the director-general, "for the purpose of completing in a suitable manner the work of preparation for inaugurating

the World's Columbian Exposition." In the House action on this bill was delayed from time to time. In the Senate the feeling toward the Exposition was more friendly, and, as the outlook for action in the House of Representatives became less promising, the Senate attached the souvenir coin bill to the sundry civil bill and returned the latter to the House with this amendment. Conference between the two Houses ensued, and finally the House, by a small majority, voted to instruct its conferees to agree to the Senate's amendment. Just at this point occurred a most remarkable case of "filibustering." A motion to reconsider the vote instructing the House conferees to agree to the Senate's amendment was made, and several days wore away in dilatory motions and parliamentary tactics for the purpose of tiring out the friends of the bill and defeating the appropriation. Members were anxious for adjournment. There was nothing to prevent but the sundry civil bill, the passage of which was necessary to the conduct of the Government. Had this bill passed without the souvenir coin amendment, the friends of the Exposition could not have held Congress together to pass an appropriation for the Exposition. A day was fixed for adjournment, and as the time drew near the anxiety to secure the passage of the sundry civil bill increased. The Senate was stanch in support of the Exposition measure. Finally, both parties, weary of the controversy and suffering from the intense heat of August in Washington, agreed upon a compromise. The Senate amendment was stricken from the sundry civil bill and a bill was introduced for the appropriation of \$2,500,000 in Columbian half dollars, instead of the \$5,000,000 named in the original measure. Both bills passed without opposition and the souvenir coin measure became a law by approval of the President on August 5, 1892. The appropriation was coupled with a con-

dition that the Exposition should be closed to the public on Sundays.

These 5,000,000 of half dollars would have yielded to the Exposition, at par, only \$2,500,000, and the measure was a compromise consented to with a bad grace by the enemies of the Exposition, and accepted with a like spirit by its friends. Immediately afterward a plan was devised for selling these coins at a premium, thus obtaining for the Exposition something more than the par value of the issue.

The passage of this act cleared the financial horizon, as, by the aid of the sum appropriated, it was possible to obtain the amount still required to complete the work. Upon the credit established by this appropriation and the other financial resources of the company steps were immediately taken to float an issue of \$5,000,000 of World's Columbian Exposition 6 per cent debenture bonds. Four millions of dollars of these bonds were authorized first, with the proviso that the entire issue should not exceed \$5,000,000. Later the fifth million was also authorized. In the fall of 1892 the Committee on Finance undertook the double task of selling the Columbian half dollars at \$1 each and floating this issue of bonds. A design was prepared for the Columbian half dollars, bearing suitable inscriptions, with a profile following the Lotto portrait of Columbus upon the obverse and a Spanish caravel upon the reverse. The time required for the preparation of the dies and the minting of the coin delayed the delivery of the first half dollars until winter. Nearly a million of them were received during December, 1892, and after this time they were delivered as rapidly as the mint could manufacture them.

Meanwhile the city was thoroughly canvassed for the sale of bonds. They were taken by wealthy citizens and by the banks. The latter agreed among themselves that

each bank would subscribe for bonds to the amount of 5 per cent of its capital and surplus. Upward of \$3,600,000 were taken, dated November 1, 1892. These bonds were redeemable at the option of the company at any time after May 1, 1893, and payable absolutely on January 1, 1894. The company had the option of paying at any time upon these bonds installments of not less than 20 per cent of their face.

It was found difficult to place any more bonds after the amount named above had been taken. The financial situation was becoming threatening throughout the country. An uneasiness over the Government's financial policy and a tightening of the money market were felt everywhere. In fact, what is now remembered as the "panic of 1893" was approaching. Nevertheless, the work must go on. Payments upon contracts were being made at the rate of nearly a million dollars a month, and this average was expected to be maintained until the Exposition opened.

Previous to the passage of the bill appropriating the Columbian half dollars, the auditor and the Committee on Finance had undertaken to compile, from data presented to them by the director-general, the chief of construction, and other officers, a new budget of estimates which could be relied upon as a statement of the total requirements for all departments of the work. The Council of Administration, to whom had been committed the functions of the Committee on Grounds and Buildings, had found the budget of February, 1891, totally inadequate. It had been outgrown, was useless and, in fact, misleading. Some of the buildings had cost less than the original estimates, but numberless features of decoration and embellishment, and very many small buildings and structures of all sorts, had not figured at all in the first budget. A few instances will serve to illustrate. The item of painting and decoration,

one of much importance, did not appear in the first budget, except that under the head of "miscellaneous" an item of \$50,000 had been entered for vases, lamps, and decorative lamp-posts. In August, 1892, painting and decorating was set down at a total of \$606,000, nearly \$25,000 of which had already been paid for, and \$85,000 more was due on obligations incurred. In the first budget the items of grading and filling, landscape work, viaducts and bridges, and waterway improvements amounted to an aggregate of only \$1,123,890, whereas, in August, 1892, the estimates for grading and filling, bridges, terraces, interior docking, walks and roadways, landscape department, and viaducts amounted to \$1,562,545.23. Statuary in the first budget was estimated at \$100,000. In August, 1892, statuary and the grand fountain were estimated at \$320,000. In the first budget no estimate whatever was made for guarding the buildings and exhibits prior to May 1, 1893, probably on the theory that this item would be inconsiderable before that date. The Budget Committee overlooked the fact that an efficient guard service can not be created in a short time or without expense, and in August, 1892, the estimate for the guard prior to May 1, 1893, amounted to \$450,000. Piers in the first budget were entered at \$70,000; in August, 1892, piers and breakwaters amounted to \$372,544.74. It may be remarked that few of the estimates given above corresponded to the sums actually expended for the items named, but proved to be almost as defective as those which they supplanted.

The causes which prevented the making of reliable estimates were two:

First. The entire lack of experience in your officers as to the requirements of an Exposition of this magnitude.

Second. The well-known fact that artists and men of highly cultivated artistic instincts are often not well adapted for dealing with the practical details of business and finance

and of confining themselves strictly to a line and a limit of expenditures. I make this comment without the least desire to criticise any persons who were engaged in the work of creating our Exposition. I feel that I am repeating a well-known fact, the truth of which none will dispute.

The budget of August, 1892, proved unreliable almost before it had been finished and its total ascertained. Grave oversights and startling omissions appeared, and the whole had to be revised. Finally, on September 30th, what was thought to be a reliable budget was completed, showing an estimated total for construction of \$17,094,164.03, and for all other branches of \$2,343,663.13, making the total for the Exposition from the inception of the work to May 1, 1893, \$19,437,827.16. This budget showed an increase over that of February 20, 1891, of \$3,362,374.16.

The resources of the Exposition by which this expenditure was to be met were at this time estimated as follows:

From capital stock and city bonds.....	\$10,700,000
Sale of Exposition bonds.....	4,000,000
Souvenir coins.....	2,500,000
Gate receipts prior to May 1, 1893, interest on bank deposits, etc.....	330,000
Total	\$17,530,000

This estimate showed a deficit of \$1,907,827.16. This sum was reduced by \$422,000, being the amount which it was expected would be received by the company for work done for exhibitors, foreign and State commissioners, and others, which amount the company subsequently collected. To meet the net deficit the company had the reserve of \$1,000,000 of bonds previously authorized by the Board and the premiums which it expected to receive upon the Columbian half dollars. Thus the financial situation was by no means hopeless, and had this budget marked the limit of the company's expenditures, and had not Congress subsequently diverted a part of its appropriation, your officers

would have had but little cause for anxiety at any time after Congress had made the appropriation of the souvenir coins. As a matter of fact, this budget, after being approved, on October 17th, by the Committee on Finance and by the Board of Directors, and passing into operation, began to exhibit signs of weakness before the 1st of December, and by the middle of that month the work of budget making had to be done over again. The task seemed hopeless. The directors were in the hands of the officers of their Department of Works. This department was finely organized; it had accomplished marvelous results; its demands for appropriations had been promptly met, that it might not be hampered in its great struggle against time. But one purpose inspired your Finance Committee, your Executive Committee, and your president, and this was to support the efforts of the Department of Works and, at all costs, to furnish the means with which to complete their magnificent work. At the same time there was a feeling that no matter how great we might make the total of our estimates, it could not be relied upon as the limit of requirement. The suspicion arose that details were sometimes withheld for presentation at a more convenient season. This was groundless, it is true, but it was natural that such suspicions should arise in the midst of the excitement of the struggle to provide means.

On January 1, 1893, a new budget was completed, the total of which for the Department of Works was \$17,668,-604.95, an increase of \$574,440.92. The most that can be said of this budget is that it was about as reliable as that which preceded it.

Under the agreement creating the Council of Administration (see Chapter VII) that body could expend no moneys except such as had first been appropriated by the Board of Directors or its Executive Committee. The

approval of the budget constituted an appropriation of the amounts named therein, and when a budget item was exhausted the Council had no recourse but to refer any requests to the Executive Committee, with the statement that the item to which the expenditure was chargeable was already exhausted. These statements began to appear frequently a month after the adoption of the budget of September 30, 1892, and did not cease for more than a week or two after the adoption of the budget of January, 1893. From this time on these statements appeared with monotonous regularity at each meeting of the Executive Committee, and it usually occurred that, owing to the exigencies of the work, the appropriation asked was for the payment of an obligation which the director of works or some one of his staff had already taken the responsibility of incurring. This latter practice was most unbusiness-like and dangerous, and yet could scarcely have been avoided at some stages of the work. There was not a head of a bureau or division in the entire Construction Department, from its chief down, but felt that the Board of Directors would probably pardon him for exceeding his authority providing he accomplished his work, wherein a failure would have been unpardonable.

Exposition bonds to the amount of \$3,700,000 had been sold. The proceeds melted rapidly away. About \$400,000 in souvenir coins was received from the Mint by January 1, 1893. These were quickly disposed of at \$1 each and the proceeds were paid out by the treasurer. After this coins were rapidly received, but the demand for them fell off. The caprice of the public in the matter of souvenirs and coin collection had been counted on too heavily. Being a caprice, it sprang up when not expected and disappeared when it was relied upon.

In February, 1893, your company's finances received a

severe blow from a quarter whence nothing but aid and encouragement should have been looked for. The Congress of the United States inserted in the sundry civil bill a clause directing the Secretary of the Treasury to withhold \$570,880 of the souvenir coins until your company should give security that it would defray the expenses of judges and awards.

The subject of awards was wholly within the jurisdiction of the World's Columbian Commission, and your company, under the Act of Congress providing for the Exposition, had no control over it nor responsibility for it. The Commission, through its Committee on Awards, had prepared plans and estimates for judging exhibits and making awards thereon, and it asked for an appropriation from Congress to defray its expenses, as in the case of other branches of the Commission's work. The amount estimated by the Committee on Awards to be necessary was \$570,880. Instead of making an appropriation for the purpose, Congress directed that an equal amount of souvenir coins be withheld from your company until it gave security to the Secretary of the Treasury that an appropriation of the amount needed for this purpose would be made out of your company's funds.

The great injustice of this act can easily be understood. The appropriation of \$2,500,000 in aid of the Exposition was made "for the purpose of aiding in defraying the cost of completing, in a suitable manner, the work of preparation for inaugurating the World's Columbian Exposition," and by the terms of this act the money could be paid to your company only upon receipted vouchers for work done and material furnished, each voucher bearing the certificate of your president and the director-general that the money had actually been expended for such purpose. Upon the credit of this appropriation, as a part of its available

resources, the company had sold \$3,700,000 of bonds to aid in the same work of completing the Exposition and was attempting to sell \$1,300,000 more of the same issue of bonds. At this time, when the company was relying, almost from day to day, on the remittances of souvenir coins to replenish its treasury, Congress diverted this \$570,000 of its appropriation to a purpose not in any way connected with the "completing of the work of preparation for inaugurating the World's Columbian Exposition." Such a thing could not have been attempted between individuals in the great business world without speedy redress through legal process. This act roused great indignation among the citizens of Chicago. The recollection of it is still bitter to the officers and directors who were compelled to bear the additional burden thus laid upon your company in the hour of its need. After carefully considering the action of Congress thus referred to, the Board of Directors, on April 27th, refused to make any appropriation for the work of judging and awarding, taking the ground that to give the security required by this last Act of Congress would create an obligation inconsistent with the covenants contained in the Exposition bonds. Subsequently the Secretary of the Treasury decided that the amount of souvenir coins withheld from your company by the Act of Congress could be applied directly to defray the expenses of the Committee on Awards, and thus the intention of Congress was made effective without the acquiescence of the Board of Directors.

To meet the necessities of your company, made doubly pressing by the Act of Congress just described, James W. Ellsworth undertook to dispose of part of the Exposition bonds among the railroad companies doing business in Chicago. He had been appointed a member of the Committee on Finance to fill the vacancy caused by the election of the writer to the presidency. By his efforts, aided by those of other

directors and leading stockholders as opportunity offered, bonds were placed with the railroad companies as follows:

Pennsylvania Lines.....	\$ 140,000
Chicago, Burlington & Quincy.....	100,000
Chicago, Milwaukee & St. Paul.....	100,000
Chicago & North-Western.....	100,000
Chicago, Rock Island & Pacific.....	100,000
Lake Shore & Michigan Southern.....	100,000
Michigan Central.....	50,000
Illinois Central.....	100,000
Chicago & Alton.....	60,000
Total.....	\$ 850,000

The railroad companies were induced to take these bonds from a knowledge that speedy financial assistance was necessary to avert a crisis in our affairs. The railroads were interested in the success of the company both as stockholders and as carriers, expecting to participate in the business which it would produce in the event of success. Nevertheless, in view of the menacing condition of the country and the approaching financial storm, the promptness with which these corporations responded to the demand can scarcely be commended too highly. Frequently the treasury ran very low and occasionally the treasurer would find that the amount of vouchers on hand was more than enough to exhaust his entire available cash balance. At such times the avails of the bonds taken by railroad companies would come just in time to avert the impending crisis. Finally there remained unsold of the Exposition bonds \$440,500. These could not be disposed of in any way, because of the stringency of the money market. But the Committee on Finance was not yet at the end of its resources. A million dollars in souvenir coins was on hand, the sale of which at \$1 each was proceeding slowly. The banks of the city agreed to take and hold these coins as a part of their legal reserves, advancing to the Exposition the par value of the coins as a loan. This loan was made by most of the banks without any charge for interest.

The banks which charged no interest were the following: First National Bank, Union National Bank, Commercial National Bank, Continental National Bank, Metropolitan National Bank, Northwestern National Bank, National Bank of Illinois, Illinois Trust & Savings Bank, Corn Exchange Bank, The Northern Trust Company, and American Exchange National Bank.

This was the Finance Committee's last entrenchment, and the amount received from this source was barely sufficient to bridge over the period remaining.

It is impossible, in a cold recital of these transactions, to convey a clear idea of the grave anxiety and the severe strain upon the resources of every one connected with this branch of the work. Of the gentlemen serving as directors and especially of the members of the Finance Committee, who assumed this task, in addition to the burden of their private affairs, too much can not be said in praise. The stockholders of your company and the citizens of Chicago owe them a debt of gratitude.

When the money provided by the loan upon coins had disappeared, the first of May was at hand, and the long period of disbursement without earnings was at an end. For three years, while we had been building, we had been struggling to provide the means to reach with credit and success the opening day of the Exposition. That day dawned, and the first great financial problem, that which related to the raising of the funds required to open the Exposition, was brought to a final solution. I repeat that one who had not shared in some way in that task can not appreciate its gravity and the deep, heartfelt thankfulness of those who had borne it when they saw the end of their labors, and the great Exposition practically complete, unfolding its noble and beautiful proportions to the eyes of the world.

CHAPTER V.

CONCESSIONS AND PUBLIC COMFORT.

THE great task intrusted to the Committee on Ways and Means was that of arranging for privileges and concessions of every kind upon the Exposition grounds. Other duties equally important were intrusted to this committee, but none requiring such constant and careful attention, nor any involving the same amount of difficulty and differences of opinion.

By the term "concession" was understood every line of business conducted upon the Exposition grounds for purposes of gain, whether the object of such business was the comfort of the public or its amusement or entertainment. "Privileges" were operations conducted by exhibitors, involving the sale of articles on the grounds for the purpose of exemplifying the process of manufacture, or of illustrating more fully the exhibit in connection with which the privilege was conducted; for example, the sale of the product of a machine on exhibition, the sale being conducted not primarily for gain, but to dispose of the product or to lessen the expense of exhibition. Naturally applicants for "privileges" were entitled to more liberal treatment than applicants for "concessions," and they were not required to pay as much for the license to operate.

How to collect from the holders of privileges and concessions the charges exacted by your company was the first important question.

Next to this and of equal importance was the question of what concessions your company ought to license. The

importance of this question was due to its bearing upon the dignity of the Exposition.

Generally speaking the collection of charges could be effected under one of two systems, the "percentage" system or the "bonus" system. Under the first, the holders of privileges and concessions would pay a percentage of their receipts to your company. Under the second, they would pay a fixed sum for the license to operate. I am inclined to think that at the Centennial Exhibition of 1876 but slight importance was attached to the subject of concessions as a means of raising revenue. Its total receipts from privileges and concessions amounted to only \$441,411.16, while at the World's Columbian Exposition the receipts amounted to over \$4,000,000. The bonus plan was adopted at the Centennial. At the Exposition at Paris in 1889 a payment was exacted, based principally upon the number of square feet occupied by the concessionaire and the number of admissions at the Exposition gates on each day; as, for example, a charge of so much per square foot for every 10,000 gate admissions. This was on the theory that the value of the concessionaire's space was in proportion to the volume of his business, and that the volume of his business was governed primarily by the number of people upon the Exposition grounds. This plan is a distinct improvement upon the bonus plan, as it enables the Exposition to participate to a larger extent in the profits of the concessions. Naturally, the fixed sum which the concessionaire is willing to pay for a license to operate will be less than could be realized by the collection of a just proportion of his profits; for he must weigh in advance all the chances of failure, and common business prudence would cause him to be conservative as to the amount which he would be willing to pay as a license fee or bonus.

The theory of the committee was that the closer

the business relation between the concessionaire and your company, the greater would be its share of the business, if it were successful, and it was the duty of the committee to grant no concessions except such as were likely to prove successful business ventures. This theory had, of course, its limitations. The company could not undertake to share with concessionaires the net profits of their concessions, because it could not control the expenses thereof, but it was thought that the concessionaires might contract to pay the company an agreed percentage of their gross receipts, and if such agreements were made, it would be the duty of the committee to provide for auditing concessions and collecting the proper amounts. The difficulty was to secure a reliable audit. This difficulty was so great as to cause the committee to hesitate and to doubt seriously the advisability of entering into such arrangements at all. While the system of exacting percentages of gross receipts was never formally adopted as a rule of general application, it was adopted in the first important concession granted, that of the Egypt-Chicago Exposition Company, and soon became the fixed policy of the committee in all concessions. Some doubted the wisdom of the policy, and it is not strange that such doubts arose.

In adopting this policy the Exposition pinned its hopes of realizing profit from concessions almost wholly upon the man who would have charge of auditing their receipts. If the company had failed to secure thoroughly efficient service in this direction its losses would have been enormous. Moreover, in the absence of experience in such work, it might well be doubted whether it would be possible, even with a good organization, to collect the amounts due under this system, and to prevent fraud, not only among concessionaires but among their employes.

As to the danger of theft and fraud, a certain amount of this was conceded to be inevitable, and the efforts of the collector were directed toward reducing it to a minimum. Moreover it was thought that the danger of loss by concessionaires through the dishonesty of their own employes would induce them to coöperate with us for their own protection as well as that of the Exposition.

As to the difficulty of excluding concessions not in harmony with the dignity of the Exposition, safeguards were adopted which prevented most of the threatened mistakes. Mistakes did occur, just as frauds occurred, but probably not more seriously than usual at expositions. In fact the criticisms and predictions of the enemies of the enterprise and of our city were such as to arouse a high degree of sensitiveness among directors as to the dignity of the Exposition, and this feeling led to the rejection of a large number of applications.

The consideration of the fitness of concessions at all times outweighed the question of probable receipts therefrom. Concessions negotiated by the Committee on Ways and Means were subject to the approval of the director-general of the World's Columbian Commission, and to the allotment of space for the conduct of the concession by the Committee on Grounds and Buildings. By reference to the director-general, possible objections from an exhibit standpoint received consideration in advance, and by reference to the Committee on Grounds and Buildings for the allotment of space the danger of interfering with the plans for the order, decorum, and symmetry of the grounds were weighed and considered. Difficulties and misunderstandings arose at times between these three authorities, namely, Ways and Means, Grounds and Buildings, and the director-general, particularly between the first two. Such misunderstandings were inevitable between two bodies, one considering

the artistic and the other the revenue side of the same undertaking. They ended usually in satisfactory compromises.

The first chairman of the Committee on Ways and Means was Otto Young. During his incumbency concessions received much preliminary consideration, but it was as yet too early to think of granting any of importance, and, moreover, the committee's time was thoroughly occupied with securing additional subscriptions to the capital stock and, with the treasurer, in collecting the installments upon the stock already subscribed. At the first meeting of the Board after the election of directors in April, 1891, Mr. Young resigned as director, on account of the condition of his health, and James W. Ellsworth, who, at the election, had been omitted from the Board at his own request, on account of the competition among stockholders for the position of director, was chosen to fill his place. Lyman J. Gage, who had just closed his services as president, became chairman of the Committee on Ways and Means, and the writer became vice-chairman. It should be explained that Mr. Gage's appointment to the chairmanship was against his wish, and for the purpose of retaining him upon the Executive Committee. He did not serve actively with the Committee on Ways and Means. This arrangement continued until October 9, 1891, when Mr. Gage became chairman of the Committee on Grounds and Buildings. Later the by-laws were so amended that the ex-president of the company was made a member of the Executive Committee. When Mr. Gage resigned the chairmanship of the Committee on Ways and Means the writer became chairman.

Formal applications for concessions of every kind were received upon blank forms prepared for the purpose, which were filed in the office of the committee, awaiting consideration. These forms contained the following rules:

APPLICATION FOR CONCESSION.

REMARK: "Privileges" refer to the sale of such goods as are manufactured in order to illustrate a machine or process exhibited. "Concessions" refer to the sale of all goods and operation of attractions from which the securing of revenue is the sole object of the lessees.

Applications to sell goods of any kind not manufactured on the grounds, as the products of a machine or process exhibited, or lessees of concessions for restaurants, soda water, cigars and tobacco, photographs, guide books, rolling chairs, cut flowers, confectionery, bakery, lemonade, messenger service, telegraph service, perfumery, and all other concessions not named in above list, must apply to the Committee on Ways and Means, setting forth the size of building, if special building is required, in the column headed "Size of Building," or length and breadth of space required, if located in any of the Exposition buildings, under the head of "Space Desired." The Exposition management reserves the right to accept or reject any or all applications for concessions.

GENERAL RULES TO GOVERN LESSEES OF CONCESSIONS.

RULE 1. Lessees and such employes or assistants as may be necessary for the proper conduct of the business will have full access to the Exposition grounds, but they will be subject at all times to the general rules and regulations of the Exposition, and shall enter at such gates and at such hours as may be designated by the Exposition management.

RULE 2. No business under any of the concessions shall be conducted in other than a first-class, orderly manner. No gambling or games of chance will be allowed anywhere within the Exposition grounds.

RULE 3. All buildings, stands, or booths leased or erected for concessions shall be open at all reasonable hours to the inspection of the director-general and such agents as may be designated by the Exposition management.

RULE 4. No transferring or sub-letting of any interest in the concessions granted will be allowed without the written consent of the Exposition management.

RULE 5. No employe or assistant of lessees of concessions shall enter upon his duties until his name and address have been registered in the office of the Committee on Ways and Means, who will designate an official number, which shall attach to said employe or assistant, and such number must be worn by said employe or assistant when on duty, and used as the rules may designate.

RULE 6. All goods sold must be what they are represented, and no deception will be allowed.

RULE 7. Wagon gates will be open at 5 A. M. and closed at 8.30 A. M., for the purpose of admitting supplies to all those having concessions; all supplies must be brought in between those hours. Only such

articles as are covered by the concession will be admitted without a special permit.

RULE 8. All stands, counters, and fittings, together with all decorations, to be erected at the expense of the lessee; plans of the above to be subject to the approval of the director-general.

RULE 9. Solicitation for the sale of goods will not be allowed.

RULE 10. Concessions will be limited to a given number of the same in each class or branch concerning which concessions are granted.

RULE 11. Lessees will be required to keep their premises clean and in complete order at all times, and shall not permit any violence, coarse or insolent language, or unnecessary noise about their premises. Any employe or assistants wearing the number assigned by the Exposition management, appearing on the grounds at any time intoxicated, making unnecessary noise, or using coarse or insolent language, will be deprived of their number and be immediately and permanently expelled from the grounds.

RULE 12. Persons procuring concessions to sell foreign goods will be subject to the above rules in addition to the regulations issued by the Secretary of the Treasury of the United States for the protection and collection of the revenue.

RULE 13. Any person who attempts to sell or expose for sale, on the Exposition grounds, or in any of the buildings erected thereon, any article whatever, without having first obtained a concession for such purpose, will be forthwith ejected from the Exposition grounds, and prosecuted to the full extent of the law.

RULE 14. Any violation on the part of the lessees of any of the rules governing the Exposition or concessions will make void their contract at the option of the Exposition managers.

RULE 15. All lessees, assistants, and their employes must leave the grounds within two hours after the close of the Exposition.

RULE 16. Persons procuring concessions will be required to furnish the Exposition management with a good and sufficient bond for the faithful performance of their contract.

RULE 17. The Exposition management reserves the right to amend or add to these rules whenever it may be deemed necessary for the interest of the Exposition and the public good.

Some portion of an Exposition must be assigned to light entertainment for the amusement of visitors. The eye and the mind need relief after the contemplation of vast exhibits of the results of human activity and the triumphs of art. The Exposition grounds were most fortunately adapted to this purpose. The Midway Plaisance, a narrow strip of ground projecting at right angles to the west side of Jackson

Park, offered an admirable location for picturesque displays characteristic of the customs of foreign and remote nations, and for various forms of amusement, refreshment, comfort, and rest, so grateful to those wearied with the exertion of sight-seeing.

This narrow strip of land gave an opportunity for isolating these special features, thus preventing jarring contrasts between the beautiful buildings and grounds and the illimitable exhibits on the one hand, and the amusing, distracting, ludicrous, and noisy attractions of the "Midway." This strip had been abandoned to the Committee on Ways and Means at the outset and it is safe to say that it did not occupy very much of the thought of the Exposition management outside of that committee until the time drew very near for opening the gates. During this time the entire plan of the Midway underwent many changes. Often the plat was completely filled up with concessions, only to see a number of them drop out and the substitution of others in their places.

Among the proposed features of the Midway, one most fully discussed was a "Bazar of all Nations." This was a plan for the opening of a grand bazar for the sale of strange, interesting, and curious articles of all sorts and from all quarters of the world, India, China, Japan, the South Sea Islands, the Black Forest of Germany, Bulgaria and Roumania, Spain, Morocco, Algeria, Egypt, Turkey, Persia, South America, and Mexico, in fact from every land from which curios and articles of vertu could be obtained. One of the results expected from this plan was the restriction of the sale of articles in connection with exhibits, so difficult to accomplish in expositions. The plan was attractive and might be made successful at a future exposition. It was abandoned and the sale of curios was relegated to the several characteristic "villages" of foreign nations in the Midway.

The articles sold, while generally interesting, were usually small and inexpensive, and there were fewer objects of rarity, great value, and artistic worth than could have been desired.

The first important characteristic concession granted was for a "Street in Cairo," conducted by the Egypt-Chicago Exposition Company. This was also one of the most successful of the concessions, the stockholders of the company realizing more than 100 per cent upon their investment. The admission fee was at first 10 cents, but the demand became so great that the fee was raised to 25 cents. The interior of the inclosure presented an interesting and creditable representation of a Cairo street lined with dwellings, showing overhanging windows inclosed with quaintly carved lattices, shops for the sale of wares and curios in great variety, cafés, a mosque, a theater where dancing girls kept time to characteristic music, a fountain, etc. The street was filled with a motley throng of sight-seers, donkeys, camels with their Arab drivers, flower girls, dervishes, jugglers, sword players, and now and then was resplendent with all the glories of a wedding procession. It was vocal with the cries of vendors, the yells of camel-drivers, the shouts of the riders, and the merry laughter of all bystanders. Probably no livelier or more mirthful scene existed on the Midway, and few concessions were more popular or profitable.

The erection of a steel tower of great height was frequently proposed, and because such a tower was very popular at Paris in 1889, the project received much consideration from the committee. The objections urged to it were the shortness of the time in which to construct it, the difficulty of securing the large amount of capital necessary for such a venture, and the fact that the scheme did not possess the merit of originality. Nevertheless, a concession

for this purpose was granted and a location assigned, being upon the east end of the Midway between Stony Island Avenue and the tracks of the Illinois Central Railroad. The work of construction was never begun, except that piles for the foundation were brought and for a long time cumbered the site, being removed only shortly before the opening of the Exposition.

The special feature of this Exposition, which corresponded in boldness and novelty more nearly to the Eiffel Tower of the Paris Exposition of 1889, was the "Ferris Wheel." This was an enormous wheel, 250 feet in diameter, projected into the air, hung upon supports of steel framework, by an axle 32 inches in diameter, 45 feet long, and weighing 56 tons, said to be the largest piece of steel ever forged, and to have cost \$35,000. Upon the periphery of this wheel were hung thirty-six passenger cars, each capable of seating forty to sixty persons. The total weight of the wheel was 4,300 tons. It was propelled slowly by link belts underneath, engaging with cogs upon the circumference of the wheel, and driven by engines of great power. At night the wheel was brilliantly illuminated with 3,000 incandescent electric lights, the electricity being developed by the same engines which moved the wheel. Visitors were allowed to ride round twice, the time consumed being about twenty-five minutes, for a fee of 50 cents. The motion was slow and pleasant, and the ride afforded a view of the Exposition grounds and of the environs for many miles in every direction.

The contract under which the wheel was built provided that the concessionaire was to receive from the first proceeds the cost of the construction, not to exceed \$300,000, after which your company was to have one-half of the gross receipts. The gross receipts from this concession reached the maximum named in the contract early in September, after which the Exposition began to receive its equal share.

The funds for this enterprise were supplied by an issue of bonds, and the bondholders received back from the profits the par value of their bonds with interest. In addition to this, the stockholders received a dividend and the ownership of the wheel, fully paid for out of the profits. The wheel was not finished until six weeks after the opening of the Exposition, and because of difficulties of construction, an advance in the price of steel, and other causes, its cost was said to exceed greatly the original estimate of \$300,000.

The list of concessions located upon the Midway Plaisance is as follows:

THE DIAMOND MATCH COMPANY—Samples of its products.

THE IRISH VILLAGE OF THE IRISH INDUSTRIES ASSOCIATION—An imitation of Blarney Castle.

WORKINGMEN'S HOME—A reproduction of a model cottage such as are owned by workingmen in Philadelphia.

INTERNATIONAL DRESS AND COSTUME COMPANY—Young women wearing costumes of various nations.

ELECTRIC SCENIC THEATER—Views of Alpine scenery electrically illuminated and showing changing effects from dawn to night.

ANSCHUTS ELECTRO-PHOTOGRAPHIC TACHYSCOPES—Reproductions of the natural motions of objects and animals.

LOG CABIN AND RESTAURANT—Containing colonial relics and a restaurant for old-fashioned New England dinners.

LIBBEY GLASS WORKS—A large, complete, and very interesting model glass factory.

COMPAGNIA VENEZIA-MURANO—An exhibit of Venetian glass-blowing.

A SECOND IRISH VILLAGE—A reproduction of Donegal Castle.

HAGENBECK'S ZOÖLOGICAL ARENA COMPANY—A remarkable exhibit of trained animals.

JAPANESE BAZAR.

VILLAGE OF SOUTH SEA ISLANDERS.

JAVA VILLAGE.

VIENNA BAKERY, CAFE, AND THEATER.

PANORAMA OF THE BERNESE ALPS.

GERMAN VILLAGE—This contained a fine ethnographical museum consisting of a rare and valuable collection of implements of war and the chase, of periods beginning with the prehistoric and ending with the renaissance. The building containing this museum was in the shape of a castle chapel. In addition to this museum there was the village proper, containing characteristic houses of the different portions of the German Empire. Besides this there was a concert garden and

restaurant halls. The garden was large enough to comfortably accommodate 8,000 visitors, and two fine German military bands — one from the infantry and one from the cavalry — gave concerts daily. Their fine physique, handsome uniforms, and excellent music lent an additional charm to this very creditable concession.

EGYPTIAN TEMPLE.

STEREOPTICON VIEWS OF POMPEII.

PERSIAN PALACE.

BARRE SLIDING RAILWAY — This was never operated. The project was for a car supported on hollow iron shoes sliding upon rails, water being fed into the cavity of the shoe and escaping between the rail and the shoe during motion. The project failed, owing to defective management and lack of funds.

MOORISH PALACE.

MODEL OF EIFFEL TOWER on a scale of one-fiftieth.

PARISIAN ART GLASSWARE COMPANY.

FERRIS WHEEL — Heretofore described.

ICE RAILWAY — A sleighing or coasting track, 875 feet long, covered with artificial ice and snow.

MODEL OF ST. PETER'S CHURCH OF ROME.

FRENCH PAVILION and Cider Press for the manufacture and sale of cider from apples from France.

VIENNA CAFE AND RESTAURANT.

ALGERIAN AND TUNISIAN VILLAGE.

EAST INDIA BAZAR.

CYCLORAMA OF THE VOLCANO OF KILAUEA in the island of Hawaii.

AUSTRIAN VILLAGE AND OLD VIENNA — A reproduction of that part of Vienna known as "die Graben" as it appeared 200 years ago. The appearance of mediæval German house architecture upon the outside was cleverly maintained and continued inside the inclosure, where booths for the sale of Austrian and Hungarian curiosities and excellent restaurants were located. In the center of the interior court, surrounded by the most quaint and picturesque Vienna architecture, was a concert-stand, where an excellent Viennese orchestra played. Here one could secure a meal of characteristic Viennese cookery in the open air or under the shelter of canopies, while listening to the concert. There was also an interesting collection of antiquities, the whole effect being most charming and full of comfort. It soon became one of the most popular features upon the Exposition grounds, particularly with residents of the city. Soon after it was placed in operation, a fashionable custom grew up of holding little dinner parties and reunions of all sorts in this restaurant, and persons who had "done" the Exposition daily for weeks until the interest of novelty had worn off, continued to come many times for the purpose of "seeing the sights" for a little while, and then settling down to the enjoyment of the concert and restaurant and the picturesque features of "Old Vienna," before fatigue had dulled the edge of enjoyment. The admission to the inclosure was 25 cents.

CHINESE VILLAGE.
CAPTIVE BALLOON.
DAHOMY VILLAGE.
BRAZILIAN CONCERT HALL — Dances performed by natives from the interior of Brazil.
LAPLAND VILLAGE.
CALIFORNIA OSTRICH FARM.
HUNGARIAN CAFE AND CONCERT PAVILION.
BULGARIAN CURIOSITIES.
COLORADO GOLD MINING — Machinery illustrating the method of gold mining.
UNITED STATES SUBMARINE DIVING COMPANY.
JOHORE BUNGALO — Malayan curiosities.
GERMAN WIENERWURST HOUSE — Nurnburg Bratwurst Glocklein.
CAMERA OBSCURA — Exhibit of views transformed by the camera obscura, of a portion of the Exposition grounds.
MOORISH MOSQUE.
AMERICAN INDIAN VILLAGE.
SITTING BULL'S CABIN.
OTTOMAN HIPPODROME — Racing on dromedaries, Arabian sports and horsemanship, dancing, feasting, and wedding ceremonies, showing life in the wild East.

The foregoing is a list of concessions as they were finally arranged upon the Midway Plaisance. Many of the minor ones were not planned until after the Exposition was opened. Many agreed upon as to terms never reached the stage of a contract, or, if contracts were made, failed to go into operation.

In August, 1892, when the writer became the president of your company, Edward B. Butler, who had been vice-chairman of the committee, and most active and efficient in the conduct of the work, succeeded as chairman. He entered upon the discharge of this duty just when all the scattered threads were rapidly converging, when the strain was growing intense, and the demand for ceaseless care, labor, and attention imperative. Loyally and earnestly he strove with the heavy task, neglecting his personal affairs, fulfilling at the same time the duties of the chairmanship of the Bureau of Admissions and Collections, an offshoot

of the Committee on Ways and Means, and serving as a member of the committee in charge of the Bureau of Public Comfort.

The concessions located upon the Midway were only a part of those operated upon the Exposition grounds, while the aggregate represents but a fraction of the work performed by the committee. During the writer's incumbency as chairman 233 propositions, and during Mr. Butler's chairmanship 258 propositions, were considered. These do not include the thousand varied applications received but never formally considered by the committee.

Among the most important concessions operated in Jackson Park were the following:

THE INTRAMURAL RAILROAD — This was an elevated railroad extending around the north, west, and south sides of the park, operated by a "three rail" electric system, and for 10 cents carrying visitors the entire circuit of the grounds, except a part of the east side, left open to preserve the lake view. The elevated position of the open cars gave an opportunity for a most charming survey of the grounds and buildings.

THE ELECTRIC LAUNCHES of the Columbia Launch and Navigation Company. These launches were propelled by motors operated by electricity from storage batteries. They moved noiselessly through the lagoons without smoke, steam, heat, or dirt, the mechanism being concealed and leaving the entire boat open for the accommodation of visitors. They offered a most charming means of making by water the inner circuit of the grounds, serving as did the Intramural Railway for the outer circuit. About sixty of these boats were provided, including two for the president and the Council of Administration, one for the director-general, and one for the director of works. The batteries were charged at night at a station located in the South Pond, just south of the Agricultural Building.

RESTAURANTS — A general restaurant concession was granted to the Wellington Catering Company, which operated restaurants and lunch counters of various grades in most of the principal Exposition buildings, in a structure erected for the purpose in the north part of the grounds, and in one in the Midway. Besides these there were the Marine Cafe, located near the Fisheries Building, in a picturesque house where sea and lake food of all kinds were served; the New England Clam Bake; a restaurant upon the roof of the Woman's Building; a small restaurant over the Golden Door of the Transportation Building, after a time discontinued because the lack of elevator capacity made the loca-

tion dangerous in case of fire; the Columbian Casino, in the building at the south end of the Peristyle; the White Horse Inn, in the southern part of the grounds; the Big Tree Restaurant, connected with an exhibit of a large tree from California; and numberless pavilions for the sale of tea, coffee, and chocolate, operated by various interests, domestic and foreign, as privileges or concessions.

THE COLUMBIA ROLLER CHAIR COMPANY—This concession was for the operation of light-running, comfortable wicker rolling chairs, each pushed by an uniformed attendant who was trained to be an efficient and courteous guide. The corps was recruited from undergraduate students of colleges and academies, who thus secured, in addition to employment for their vacation, an opportunity of seeing the Exposition.

THE MOVABLE SIDEWALK—This was an endless traveling platform, with seats, located upon the great pier east of the Peristyle. It was propelled at the rate of six miles an hour. Persons desiring to use the sidewalk stepped first upon an outer platform, which moved at half speed, and from this to the inner platform, which moved at full speed. It was operated by the Multiple Speed and Traction Company.

It was the intention to limit the concessions in Jackson Park to such as intimately affected the comfort and convenience of visitors, and therefore but few special attractions were there admitted.

Among the few exceptions to this rule may be noted:

In the southern part of the grounds, a cave of the prehistoric Cliff Dwellers, reproduced within an artificial mountain; a most creditable exhibit and eventually very attractive.

Upon the lagoons a number of Venetian gondolas, operated either as cabs to be chartered by the hour, or for a fee for the circuit of the lagoons. Also a number of steam launches which ran out into the lake from the Grand Basin, or from the north and south entrances to the lagoons.

In the South Pond was shown the old whaling bark, the Progress, brought by water to Lake Michigan from New Bedford, Mass. It contained a marine museum of considerable interest, which was shown for a small fee.

From the foregoing it is evident that the collection of percentages of gross receipts from so many concessions involved enormous labor, a most perfect organization, and great executive ability. To one not acquainted with systems for auditing perfectly every branch of business the task

would seem hopeless. It was grave enough at best. The Exposition was fortunate in securing the services of a man admirably adapted to this work in Paul Blackmar, superintendent of collections, and for a complete and detailed account of his department I refer to the valuable report which he has submitted. His work will be referred to in Chapter X.

A few suggestions for improvements in this department are certainly in order. Doubt was frequently expressed whether a committee organization was the best for the purpose of granting concessions. In view of the success which was achieved, one should be very slow to suggest changes; nevertheless, it would seem that if our superintendent of collections had served us during the entire period when concessions were granted, many of the vexations, inaccuracies, mistakes, and confusions in concession contracts might have been avoided. When we recall the misunderstandings which arose, the losses which we sustained, and the troubles which compelled the appointment of a Committee of Adjustment to settle disputes with concessionaires and to get them on a paying basis, there would seem to be some room for improvement, of course without the hope of avoiding all misunderstandings and disagreements, some of which are sure to occur in work involving such an infinite variety of details.

A smaller Committee on Ways and Means would seem to have been better adapted to the work. It became necessary, in the course of our committee's work, to reduce the number for a quorum to five out of thirteen members in order to permit the transaction of business. A committee of seven would probably have been better than thirteen. A further improvement would have been the organization of a bureau or department of concessions, in charge of a chief, equal in efficiency and capacity to our

superintendent of collections. Attached to his office, or in close proximity, should have been a talented, industrious, painstaking attorney with sufficient experience to enable him to perfect the details of a great variety of contracts, in the framing of which he would be almost entirely without the advantage of precedents.

With such an organization the following results might be hoped for: The chief, with a proper force, receiving and investigating applications for concessions, securing at the same time from the construction department data as to available locations, looking into the character and standing of would-be concessionaires and the possibilities of the lines of business which they propose to conduct, would submit the results of his investigations to a small committee, meeting daily, or at least four times a week, composed of men equal in character and business qualifications to the members of our admirable Committee on Ways and Means. This committee would be relieved of the attention to details which burdened our committee in the consideration of concessions. It could concentrate its attention upon the important elements of a problem, the facts having been gathered for it in advance. If necessary, it could send subcommittees of its own members to visit countries to which concessions related, or could delegate this work to commissioners appointed for such and other Exposition purposes. Thus the hurry and confusion, the makeshifts and temporary expedients, and a large part of the misunderstandings which arose in the conduct of our Exposition, might possibly be avoided. Not the least important of the functions of the proposed committee would be that of giving confidence to the stockholders and the general public that, in the granting of concessions, no favoritism or corrupt practice could by any possibility obtain. This result our Exposition

secured in the highest degree, for the character of its Committee on Ways and Means placed its work above any suspicion of partiality or dishonesty.

Under instructions from the Board of Directors, in May, 1892, the Committee on Ways and Means undertook to organize a Bureau of Public Comfort, and for that purpose created a Board of Control consisting of Messrs. Butler, Waller, and your president, then chairman of the committee. W. Marsh Kasson was appointed chief of the bureau. Mr. Kasson had had some experience in this work at the Centennial Exhibition in 1876. He laid out comprehensive plans for the proposed work. These plans included a rooming department to provide lodgings for visitors who might desire such assistance. The most important task was to provide places on the grounds where visitors could rest, eat lunches, procure light, inexpensive refreshments, especially where women and children might come to recuperate, thus preventing them from overtaxing their strength to an extent likely to send them home ill through exhaustion, or to bring them into the emergency hospital before the close of the day. It was planned that such resting places would be established in various parts of the grounds, and that some inexpensive articles, such as fans, canes, photographs, souvenirs, cigars, etc., would be sold in these places, in addition to light refreshments, thus providing certain features from which revenue might be derived. An exclusive parcel-checking privilege for the grounds was included in the scheme of public comfort, but this was afterward made a separate concession.

Several unfortunate circumstances militated against the Bureau of Public Comfort. Mr. Kasson, who entered the service apparently in excellent health, and certainly with a mind alert, active, and well schooled for the task which he was to undertake, soon fell a victim to an organic

disease which caused him to withdraw from work. He died before the Exposition was opened. The work was continued by his assistant, W. P. Stewart. The plans of the Bureau of Public Comfort were not well supported in the Department of Works. The bureau was not thoroughly understood and Mr. Kasson's illness prevented him from getting into touch with the Department of Works in time to have his plans thoroughly considered while the details of the Exposition were being developed.

To the Bureau of Public Comfort was allotted a station in the Terminal Building, one in the Casino, and a third in a triangular building erected for the purpose just north of the Woman's Building, and not far from the east end of the Midway Plaisance. The headquarters were in the Terminal Building, where adequate preparations were made in cool waiting-rooms, with easy wicker chairs, toilet rooms, and a piano. Attendants were always in waiting, and those who succeeded in finding this station were always delighted with it and loud in their praises of the thoughtfulness of the management. As the Terminal Building was itself little used, this station of the bureau benefited comparatively few people.

The station in the Casino was located on the first floor of that building. On this floor the sides of the building were mostly open, giving a view of the lake and of the Court of Honor, and making a situation delightful in warm weather, but less so in the colder days of the earlier and later parts of the Exposition. The restaurant, which occupied the upper floors of this building, failed soon after the Exposition opened, and as relatively few visitors came to the park by water, this station was only moderately successful. The comfortable seats provided here were grateful, especially on warm and crowded days, when the Lake Front was very attractive and this station had fair patronage.

The third station in the triangular building was best situated for the accommodation of the public. Unfortunately the restaurant established here was not properly managed. In spite of several efforts and the personal attention of your president, this unsatisfactory condition could not be remedied. There was a general air of slovenliness and everything was the reverse of attractive to women and children, for whose comfort it had been specially designed. Attempts were frequently made to sell beer, and noise and uncleanness prevailed instead of the order, comfort, and quiet repose which attracted to rest in the Terminal Building.

Thus, to a large extent, the efforts of the Bureau of Public Comfort became ineffectual. Its place was supplied by other agencies. The Council of Administration ordered benches and chairs capable of seating 30,000 people, and directed that they be placed in various parts of the grounds, especially in the Court of Honor. The concessions for rolling chairs and camp chairs supplied other means of rest. Then each of the State buildings became, to an extent, a veritable public comfort station. Visitors naturally sought the buildings erected by their respective States. They made appointments to meet there. They rested in the easy chairs in the rooms and on the verandas. In some cases parcels were checked there, although in violation of a concession granted by the Exposition management. This infraction of the rules could not be prevented, although it made the checking privileges practically worthless and laid your company open to an attempt to collect damages. Through the courtesy of the concessionaires this contingency was avoided.

The rooming department of the Bureau of Public Comfort suffered likewise on account of the ill health of Mr. Kasson. I am inclined to think that the man-

agement of an exposition should not attempt to find lodgings for visitors, a matter wholly without the scope of the exposition and very difficult of satisfactory adjustment. Very little demand for such a lodging bureau appeared, the visitors manifesting in this, as in other matters, a decided preference for taking care of themselves. Under the conditions prevailing in Chicago, where accommodations for the multitude were largely in excess of the probable demand, there was little danger of extortion being practiced upon persons of ordinary intelligence. I would hesitate to recommend such a feature in connection with an exposition unless it should become clearly apparent to the management, in advance, that there was danger of extortionate rates being exacted for lodgings, or unless a general and firm impression existed throughout the country that such extortion would be practiced. In that case such a provision might have a beneficial effect.

In this connection it is well to remark that some interesting facts as to the conduct of large assemblages of Americans were learned by your officers during the course of the Exposition work. It would be safe to assume always that the intelligence displayed by a large gathering will be less than the average intelligence of the individuals composing it. Large crowds are susceptible to panic or to bad judgment, and prone to become excited. Strangers in a large city sometimes seem to have left all their prudence and common sense behind them. Of all the things that troubled the minds and imaginations of the Exposition management—directors, officers, and employes—the fear of panic, injury, loss of lives of visitors or employes, or of extortionate practices which might give the city a bad name, were the most constant and unremitting. To this was due the creation of the Columbian Guard, numerically stronger than the police force of New York or Chicago,



the unusual and expensive fire protection, and the efforts to take especial care of the public comfort by means of places of rest, and the employment of the best and most modern facilities for caring for the sick or injured. The extraordinary sewerage and water supply systems and devices for detecting impurities and disease are referred to in connection with the work of construction.

But all of these precautions and provisions were seconded and aided to a marvelous extent by the public itself. The predominant characteristic of the gatherings on the grounds or at the railroad stations and other approaches was good humor, not so much of the rollicking as of the patient and cheerful kind. Forbearance would, perhaps, be a better word. The city's accommodations were too great to permit the successful practice of extortion. The gatherings were too intelligent to give way to panic, and too forbearant to manifest ill-temper in any other way than by individual complaints to the newspapers. The latter, of course, is the individual's inalienable privilege, and as it is quite certain to lead to the correction of genuine abuses, it is vastly better than ill-temper, riot, or vandalism.

CHAPTER VI.

THE WORLD'S COLUMBIAN COMMISSION.

THE Act of Congress of April 25, 1890, providing for the holding of the World's Columbian Exposition, recognized two agencies for the preparation of the Exposition and its general supervision; these were a body to be known as the World's Columbian Commission and your corporation, then known as the World's Exposition of 1892.

The World's Columbian Commission, under the Act of Congress, was to consist of two commissioners from each State and Territory of the United States and of the District of Columbia, and eight commissioners at large. All the commissioners were to be appointed by the President of the United States, those from the States and Territories upon the nomination of the respective Governors thereof. In like manner alternate commissioners were to be appointed to assume and perform the duties of their respective principals who should, for any cause, be unable to perform them themselves. The commissioners were to be appointed within thirty days after the passage of the Act; they were to be convened by the Secretary of State in the city of Chicago as soon as convenient after their appointment; they were to organize by the election of such officers and the appointment of such committees as they might deem convenient. The Commission was empowered to accept a site for the Exposition and to approve the plans and specifications for buildings, to be tendered for that purpose by your company, provided the Commission deemed

such site and plans adequate for the purposes intended. The Commission was also required to certify that your company had acquired actual and bona fide subscriptions to its capital stock which would secure the payment of at least \$5,000,000, of which sum not less than \$500,000 should be already paid into the treasury; and that the further sum of \$5,000,000, making in all \$10,000,000, would be provided by your corporation in ample time for its needful use during the prosecution of the work for the complete preparation of the Exposition.

The Commission was empowered to determine the plan and scope of the Exposition, to prepare a classification of exhibits, to allot space to exhibitors, to appoint all judges and examiners, award all premiums, if any, "and generally to have charge of all intercourse with the exhibitors and representatives of foreign nations."

It was authorized and required to appoint a Board of Lady Managers of such number and to perform such duties as might be prescribed by the Commission.

The Act further provided that after the plans for the Exposition had been prepared by your company and approved by the Commission, the rules and regulations of your company governing rates for entrance and admission fees, or otherwise affecting the rights, privileges, or interests of the exhibitors or of the public, should be established by your company, subject to such modifications, if any, as might be imposed "by a majority of said commissioners."

The Act further provided for a naval review to be held in New York Harbor in April, 1893, just prior to the opening of the Exposition, and that foreign nations be invited to participate in this review. It also provided for the dedication of the buildings of the Exposition with appropriate ceremonies, on the 12th of October, 1892, that day

being, under the old-style calendar, the four hundredth anniversary of the discovery of America.

It provided that when the Commission had accepted the site and approved the plans and specifications, and had become satisfied that not less than \$10,000,000 had been provided by your corporation, it should so report to the President of the United States, who would thereupon make proclamation of the Exposition, and through the Department of State extend invitations to the nations of the earth to participate in the Exposition.

It further provided for the admission of dutiable goods, as exhibits, free of duty, and appropriated \$20,000 to be expended in connection with the admission of foreign goods for the Exposition. It provided that the Commission should report from time to time to the President of the United States as to the progress of the work, and fixed the limit of its existence at January 1, 1898.

The Act provided that the United States should not, in any manner, be liable for the acts, doings, proceedings, or representations of your company, all financial responsibility on the part of the United States Government for the doings of your company being expressly waived.

A Government exhibit was provided for under the management of a board to consist of one person appointed by the head of each executive department of the National Government, one by the Smithsonian Institution and National Museum, and one by the United States Fish Commission. This board was to prepare from the departments and institutions which they severally represented, an exhibit of such articles and materials as would illustrate the function and administrative faculty of the Government in time of peace and its resources as a war power, and demonstrate the nature of the institutions of our

country and their adaptability to the wants of the people. A building for this exhibit was to be erected under the supervision of the Secretary of the Treasury, at a cost not to exceed \$400,000. The extreme liability of the Government of the United States, on account of the erection of buildings, the expenses of the Commission, or of its officers or employes, was not to exceed \$1,500,000. The members of the World's Columbian Commission and their alternates were not to be entitled to any compensation for their services out of the treasury of the United States, except their actual expenses for transportation and the sum of \$6 per day for subsistence for each day they were necessarily absent from their homes on the business of the Commission. The salaries of the officers of the Commission were to be fixed by that body.

Pursuant to the above Act, the members of the World's Columbian Commission, duly appointed, assembled in Chicago June 26, 1890. The meeting was organized by the election of John T. Harris, commissioner from Virginia, as temporary chairman, and R. R. Price as temporary secretary. A committee of twelve on permanent organization was instructed to recommend a list of permanent officers and to define their duties, and also to report what standing committees should be appointed and what should be their duties and powers. On the following day the Commission elected Thomas W. Palmer of Michigan, its president, and John T. Dickinson of Texas, its secretary, and the following vice-presidents: Thomas M. Waller of Connecticut, M. H. de Young of California, Davidson B. Penn of Louisiana, Gorton W. Allen of New York, Alexander B. Andrews of North Carolina.

A committee was appointed to ascertain and report to the Commission whether or not the company had an actual and bona fide subscription of \$5,000,000 to its capital

stock, and whether your company had \$10,000,000 in actual resources, as provided in the Act of Congress.

An Executive Committee of twenty-six commissioners was appointed; also committees on Rules, Transportation, Foreign Affairs, Legislation, Classification, Grounds and Buildings, Auditing, and the various divisions of arts and industries to which the Exposition would relate.

A Board of Lady Managers was provided for, to consist of two ladies from each of the States and Territories and the District of Columbia, and eight at large, with alternates, making a body in number and arrangement similar to the Commission itself.

The Commission held three sessions in 1890—the first, June 26th to July 3d; second, September 15th to September 23d; third, November 18th to November 26th. The principal topics considered were the plan and scope of the Exposition, which included the classification, the site of the Exposition, the appointment of a director-general, and the various questions relating to the jurisdiction of the Commission and of your company.

On July 18, 1890, the Committee on Permanent Organization commissioned G. Brown Goode, assistant secretary of the Smithsonian Institution, to prepare a system of groupings and classification for the exhibits. This work, which represented much research and careful examination of the classifications of previous expositions, and was arranged in an orderly and logical form, was completed by Mr. Goode in a few weeks. The classification as presented by Mr. Goode was not adopted, but formed a basis for the work of the Committee on Classification, which, on November 18, 1890, presented to the Commission a classification prepared by itself, assisted by Mr. Goode, Prof. William P. Blake of Connecticut, and others. On November 19, 1890, the Commission adopted this classification,

subject to such revision as might subsequently be found necessary.

The controversy as to the site for the Exposition has already been fully described in Chapter III. On September 23, 1890, the Commission formally accepted the whole site as tendered by the Board of Directors of your company, including in its possibilities the Lake Front, Jackson Park, the Midway Plaisance, and Washington Park. The fact that this action was final was emphasized by the Commission because of the conflicting rumors widely circulated as to the difficulties in which the Exposition was involved, especially regarding the question of site.

The selection of the director-general was involved in the question of the jurisdiction of the two bodies, and both of these matters occupied much time during the sessions of the Commission held in September and November, 1890. The Board of Directors of your company desired to concentrate in its own hands as much executive power as possible. Having corporate existence and organization, a smaller governing body, permanent location in Chicago, and being charged with the disbursement of the funds raised for preparing the Exposition, it was in a better position for active work. On the other hand, the Commission, called into existence by the Act of Congress, which authorized the Exposition and gave it a national character, believing itself to be a body of national importance, inasmuch as it was charged with such functions as the determination of the plan and scope of the Exposition, the approval of plans and specifications of buildings, the allotment of space to exhibitors, and the exclusive intercourse with the exhibitors and representatives of foreign nations, and realizing that the funds of this company were necessary to carry these powers into effect, sought to control the action of your company, upon the theory that the funds of

the company formed a "quasi public fund, dedicated by the Act of Congress, with the consent of the Illinois corporation, to a specific purpose, and to be controlled and expended in the execution of that purpose by the agencies named by the said Act of Congress."* By the "agencies named by said Act of Congress," probably the select committee meant the Commission and the Board of Directors of your company, the idea being that the two bodies should in some way jointly control the expenditure of the funds in your company's treasury.

The by-laws of each body provided for the election of a director-general. Each body felt alarmed at the prospect of the appointment of such an officer by the other. The decided differences of opinion upon this and many other subjects were at times sufficient to have widened into a serious breach, the differences being aggravated by newspaper reports and by published interviews in which individual members of one body would indulge in talk intended for effect upon the members of the other body. Too earnest a warning can not be given against leaving such an opening for discord and confusion in devising the organization of future expositions. The amount of time lost and energy wasted in the settlement of disagreements and in diplomatic maneuvers to avoid disagreements, or even open breaches, between these two bodies was very great. The confused and evil impressions disseminated by the exaggerated accounts of these differences caused incalculable injury to the Exposition.

Fortunately the leading minds in both bodies were animated with the same spirit which had called into being the plan for this Exposition, and in these minds every other consideration was secondary to a desire for the per-

*Report of a Select Committee on Jurisdiction, presented to the Commission November 21, 1890.

fect success of the enterprise. The Commission elected a director-general on September 19, 1890. Before doing this the Commission requested the Board of Directors of your company to indicate its preference for a director-general, and in reply to this request the Board of Directors, after balloting, expressed a preference for George R. Davis of Chicago. In doing this, however, the Board of Directors emphatically expressed its opinion that the director-general should be considered an officer of the Commission only, and not an instrument of your company; and it so stated in the communication by which his name was transmitted to the Commission. By the election of a director-general the Commission secured an executive head in charge of allotments of space and of intercourse with exhibitors, and the questions under discussion were advanced toward the stage of final settlement.

A basis for such a settlement was reached in the latter part of November, 1890. On November 21st the Commission adopted the report of the select committee already referred to, setting forth its view of the powers and duties of the two bodies. This report was transmitted to the Board of Directors, which secured the opinion of eminent counsel relative thereto and took a decided stand in opposition to the deductions of the report. Thereupon a conference was entered into by representatives of the two bodies, which resulted in the drafting of a report by a committee, specially appointed, consisting of eight commissioners and eight directors, which report was unanimously adopted by both bodies, and became thereafter the basis for the settlement of all controversies as to jurisdiction. It provided for immediate necessities by directing the organization of fifteen great departments under the director-general. These departments corres-

ponded mainly to the general heads of the classification of exhibits, and were as follows:

Department A.—Agriculture; food and food products, farming machinery and appliances.

Department B.—Horticulture.

Department C.—Live stock; domestic and wild animals.

Department D.—Fish; fisheries, fish products, and apparatus of fishing.

Department E.—Mines, mining, and metallurgy.

Department F.—Machinery.

Department G.—Transportation exhibits; railways, vessels, vehicles.

Department H.—Manufactures.

Department J.—Electricity and electrical appliances.

Department K.—Fine arts; pictorial, plastic, decorative.

Department L.—Liberal arts; education, engineering, public works, architecture, music, and the drama.

Department M.—Ethnology; archæology, progress of labor and invention, isolated and collected exhibits.

Department N.—Forestry and forest products.

Department O.—Publicity and promotion.

Department P.—Foreign affairs.

The chiefs of these departments were to be appointed by the director-general, subject to confirmation by the Commission and the Board of Directors. The salaries of the chiefs and their subordinates, and the current expenses of their offices, were to be paid out of the treasury of your company, the amount of the salaries to be fixed by the director-general, subject to the approval of the Board of Directors. The right was reserved to the Board of Directors to discontinue or to reduce the appropriations of any one or more of the departments when, in the opinion of the Board, the interests of the Exposition should so require. The expenses of the director-general's office and his clerk hire were to be paid out of the Government appropriation for the World's Columbian Commission.

Under this agreement the Commission created a Board of Reference and Control consisting of the president, the vice-chairman of the Executive Committee, and six mem-

bers of the Commission, to be appointed by the president. This board was to have all the powers and duties of the Executive Committee when the latter was not in session, and, with a like committee of the Board of Directors of your company, appointed by its president, should constitute a Committee of Conference, to which all matters of difference should be referred, the action of such Committee of Conference upon such matters as should be referred to it being final and conclusive upon both bodies.

The agreement also provided that any material changes, modifications, or extensions of the plans of the grounds or buildings should be subject to joint approval by the Board of Reference and Control of the Commission and the Committee on Grounds and Buildings of your company, and the director-general was to have access at all times to the grounds and buildings for the purpose of inspection and information.

In presenting this report of the Committee of Conference, the framers stated that they had deemed it best to avoid all discussion of legal issues and technicalities and to adopt such measures as to them seemed advisable for the harmonious administration of the affairs of the Exposition. The fact is that to create such an organization as would have in it elements adequate to its needs, the members of the Commission and of the Board of Directors were compelled to abandon the strict letter of the Act of Congress and to proceed with only a general reference to its provisions. At all times during the preparation of the Exposition the intercourse between the two bodies was characterized by constant concessions to expediency, and differences were continually arising which hampered the work and lessened the efficiency of the organization.

The Board of Lady Managers held its first meeting on November 19, 1890, and organized by the election of Mrs.

Potter Palmer of Chicago as president, and the following vice-presidents: Mrs. Ralph Trautman of New York, Mrs. Edwin C. Burleigh of Maine, Mrs. Charles C. Price of North Carolina, Mrs. Katharine L. Minor of Louisiana, Mrs. Beriah Wilkins of the District of Columbia, Mrs. Susan R. Ashley of Colorado, Mrs. Flora Beall Ginty of Wisconsin, Mrs. Margaret Blaine Salisbury of Utah, Mrs. Russell B. Harrison of Montana.

Miss Phoebe Cousins of Missouri was elected secretary. She was succeeded by Mrs. Susan Gale Cooke of Tennessee.

Under Mrs. Palmer's administration this board set about the task of preparing a suitable exhibit of woman's work.

Plans for a Woman's Building were secured by competition among woman architects; the plans submitted by Miss Sophia G. Hayden were accepted. The building was constructed by your company at a cost of \$138,803.90.

Correspondence was entered into with representative women in all parts of the world, and appropriations were secured from Congress for the prosecution of the work; a comprehensive exhibit of woman's work, more complete and elaborate than had ever before been seen, was collected. A Children's Building was located near the Woman's Building as the result of the efforts of a number of public-spirited women identified with Mrs. Palmer. This part of the Exposition has been fully reported elsewhere.

A complete report has been prepared by Mrs. Palmer as president of the Board of Lady Managers, fully setting forth the work which that body accomplished. Its offices were the center of most active and intelligent work in the interest of the Exposition for several years, resulting in the collection of a large number of interesting and beautiful exhibits—the work of women—and their arrangement either in the Woman's Building, where the display was

very attractive, or in their appropriate sections of the general exhibit in competition with the works of men.

With this reference to the earlier sessions of the World's Columbian Commission, I pass to an account of the transactions of the Executive Department of your company, during which the subsequent acts of the Commission will be considered in their bearings upon the enterprise. The Commission met only at long intervals, its functions being performed in the interim by monthly or bi-monthly meetings of its Board of Reference and Control. This board consulted and advised with the director-general and held informal conferences from time to time with the similar board or with the Committee on Grounds and Buildings of your company. By this means its members kept in closer touch with the work than was possible for the members of the Commission in general.

CHAPTER VII.

THE EXECUTIVE DEPARTMENT; FOREIGN AFFAIRS; TRANSPORTATION.

THE "Executive Department" is meant to include the office of the president and those of the other principal officers of the company grouped about him. In this chapter will be reviewed the principal operations of your company, aside from those of construction and finance, from the time of its organization to the creation of the Council of Administration, in August, 1892.

From April, 1890, to January 1, 1891, the offices of the company occupied a few rooms in the Adams Express Building, No. 185 Dearborn Street, whence, on the latter date, they were removed to the Rand-McNally Building, 168 Adams Street. Of this building, the fourth floor, half the fifth floor, and a part of the sixth floor were leased until May 1, 1894. A portion of this space was taken by the World's Columbian Commission for the offices of its president, director-general, and secretary, and of the Board of Lady Managers. The remainder was occupied by the officers of your company—the president, secretary, auditor, and treasurer—the Law Department, the committees on Ways and Means, on Grounds and Buildings, and on Press and Printing, and the World's Congress Auxiliary. A large room was arranged for meetings of the Board of Directors, which held its regular meetings on the second Friday of each month. This room was also used by the committees of the Board, particularly the Executive Committee, which met regularly once a week, and the Commit-

tee on Ways and Means, which met from three to six times a week. The committees on Grounds and Buildings, on Ways and Means, and on Transportation also had offices for the transaction of current business.

While the duties of the president were not defined, he had the authority usually exercised by the president of a corporation organized for business purposes. He represented the company in matters of importance, had charge of its principal negotiations, and the adjustment of questions arising between the company and the Commission. He conferred with the various officers of the company, the secretary, treasurer, auditor, and solicitor-general, and advised them as to the policy of the corporation.

The Executive Committee consisted of the president, who was its chairman, the vice-president, and the chairmen of the various committees; it exercised the powers of the Board of Directors when that Board was not in session. Both the president and the director-general were *ex-officio* members of the Executive Committee and of the other committees of the Board. The president from time to time submitted to the Executive Committee subjects requiring its consideration. The secretary of the Board was secretary of each committee, and appointed assistants, or under-secretaries, to prepare and preserve the records of the committees. Committee proceedings reached the Executive Committee as reports or recommendations, and these received the approval of the committee or of the Board before becoming operative. The Committee on Grounds and Buildings was, however, to a certain extent, relieved from this restriction. It had power to act, through the Construction Department or otherwise, upon matters connected with the carrying out of building plans which had previously received a general approval of the Board of Directors, but all matters which involved new fea-

ures or radical departures from plans previously approved were referred to higher authority before final adoption.

All contracts, whether for construction, concession, or other purposes, were signed by the president and the secretary, and were attested by the corporate seal. More than 1,200 contracts were entered into by the company. Those for construction were prepared in the Construction Department, based upon bids previously accepted by the Committee on Grounds and Buildings, and scrutinized with great care as to the drawing of specifications, etc. After the contracts had been approved by the chief of construction they were referred to the attorney, an assistant having been specially detailed to attend to this part of the legal work. The contracts were drawn in triplicate, one copy being filed with the auditor, a second with the Construction Department, and the third being delivered to the other contracting party.

Concession contracts were drawn with great difficulty because of the lack of precedents or of suitable models upon which to frame them, and the results were not entirely satisfactory. In Chapter V I have suggested possible improvements upon the routine which was adopted.

All payments for work done, materials furnished, etc., were made upon vouchers. These originated in the auditor's office, were certified by the officer under whose authority the expenditure was incurred, and were approved by the chairman of the committee having jurisdiction over such officer; they were then audited for the proper amount by the auditor and finally approved by the president, after which checks were drawn for their payment. Checks were drawn by the treasurer and countersigned by the auditor.

The labor of executing contracts and approving vouchers soon became very great, the vouchers frequently numbering several hundred each day. In fact, for many months

the work of signing vouchers, contracts, letters, and papers of all sorts required several hours of the president's time each day, and later, when vouchers were drawn for payment in souvenir half dollars out of the United States Treasury, these vouchers being made in duplicate, each requiring the signature of the president in two places, the labor was increased fourfold. Those who were somewhat familiar with the routine of the office offered much criticism as to the cumbersome methods of making payments, but owing to the danger of wastefulness and extravagance, no one was disposed to recommend a simplification of these details. The president and the auditor frequently urged upon each officer or director, whose signature to a voucher was required, the need of great care and personal investigation before affixing such signature. Finally, when the vouchers became so numerous as to forbid the president's personal scrutiny of the amounts for which they were drawn, the secretary of the Council of Administration was instructed to examine each voucher carefully before passing it to the president for signature. To provide for emergencies, the Board of Directors authorized the secretary of the company to affix the signature of the president, at his request.

As first organized, the Executive Department consisted of Lyman J. Gage, president; Thomas B. Bryan, first vice-president, and Potter Palmer, second vice-president. Mr. Gage, although busily occupied as vice-president of the First National Bank, gave to the work of the Exposition a large share of his time each day, and his wisdom and experience guided the company safely through the difficulties which beset its earlier operations. Mr. Bryan gave his entire time, and Mr. Palmer rendered service as opportunity offered.

On July 11, 1890, Benjamin Butterworth of Cincinnati

was elected secretary. He had been prominent as a member of Congress since 1878, had served as Commissioner of Patents during the latter part of President Arthur's administration, and had taken part in the preparation and management of the Government exhibit at the Exposition at New Orleans. He entered heartily upon his duties with your company, and assisted in many important matters during the early stages of the company's existence, among which may be mentioned the appeal to the State Legislature at its special session in July, 1890, called for the purpose of securing legislation in aid of the Exposition. He took part in the discussions of the differences between the company and the World's Columbian Commission, and assisted in the adjustment of those differences and in planning the organization of the departments of the director-general's office. At the same time he continued to serve as a member of the Fifty-first Congress, and during the following winter he became the champion of the Exposition upon the floor of the House of Representatives. The management of the Exposition was subjected at this time to an amount of criticism and misrepresentation through the press, especially in cities which had contended with Chicago for the Exposition, which was decidedly discouraging, and rendered doubtful the possibility of securing that coöperation throughout the country necessary to give the Exposition a national character. Because of this criticism and the differences between your company and the World's Columbian Commission, a committee from the House of Representatives visited Chicago in November, 1890, to investigate and report upon the progress of the work. The Exposition greatly needed a strong and able advocate to explain its difficulties and champion its cause, both before the Congressional Committee and in Congress as well, and for this purpose Mr. Butterworth was admirably

adapted. In reply to many criticisms and in defense of the bill appropriating money for the current expenses of the World's Columbian Commission, he was able, by means of a speech in the House, to place the enterprise and its management in the proper light before Congress and the country, and to show that the difficulties experienced in organizing the administrative forces of the Exposition were not due to incompetent management by your company, but to the unfortunate terms of the Act of Congress authorizing the Exposition.

With the adoption of the compact between the two bodies in November, 1890 (Chapter VI), the way was opened for effective work in every direction. A site had been accepted. Ten millions of dollars had been provided. The conditions prescribed by Congress as precedent to the issuance of the President's proclamation had been fulfilled. Evidence of these facts was presented to the President by Mr. Peck and Mr. Butterworth, and being found satisfactory, on December 24, 1890, the proclamation was issued.

Recognizing Mr. Butterworth's services, and wishing to enlarge the sphere of his activity, the Board, on February 11, 1891, appointed him solicitor-general, and this office he held, in addition to that of secretary, until April, 1892.

Upon the adoption of the compact between the two bodies in November, 1890, the director-general began the organization of the departments provided for therein. He appointed William I. Buchanan chief of the Department of Agriculture in December, 1890, and gave into his charge also the departments of Live Stock and Forestry. At the same time he appointed Major Moses P. Handy chief of the Department of Publicity and Promotion. He also appointed several secretaries, and gave them charge of preliminary work in connection with other departments, thus delaying the appointment of department chiefs until

later, and giving him time to make suitable selections for these important offices. The appointments of these two chiefs were presented to the Board of Directors by the director-general in person, and he outlined his plans as far as possible at the time, in an address to the Board. The appointments were promptly approved, and the salaries were fixed at the rate of \$5,000 per annum. This rate of compensation was adopted for all of the department chiefs subsequently appointed, with a few exceptions.

Previous to the organization of your company a committee of citizens of Chicago had been organized for the purpose of promoting the holding of congresses and conventions representing various lines of human thought and activity during the progress of the proposed exposition. In the fall of 1890 this committee was reorganized under the name of the World's Congress Auxiliary of the World's Columbian Exposition, with Charles C. Bonney as president; Thomas B. Bryan, vice-president; Lyman J. Gage, treasurer, and Benjamin Butterworth, secretary.

From this time forward Mr. Bonney gave at least one-half of his time daily to this work, and received salary at the rate of \$5,000 per annum. The result of his labors will be referred to in Appendix A.

The preparation of the budget of February, 1891, occupied the Executive Department during the latter half of the winter (see Chapter IV). By the adoption of this budget the vexed question of the use of the Lake Front was laid at rest and the energies of the management were concentrated, as had been impossible before, upon the preparation of Jackson Park.

At the same time preparations were made for holding the annual meeting of the stockholders of the company. The by-laws fixed this meeting upon the first Saturday in April. Thirty thousand stockholders were

entitled to vote, and in view of the confusion which had occurred at the first meeting of the stockholders, rules were adopted for the ensuing election for the purpose of securing a speedy organization and an accurate account and record of the votes cast for directors. After much discussion, and upon the advice of Mr. Butterworth and Messrs. Walker and Winston, of the Committee on Legislation, a plan was arranged. The meeting was called and held at Battery D, upon the Lake Front. A resolution was adopted fixing the time for the election of directors ten days later, and directing that every proxy be registered in the office of the secretary several days before the date fixed for the election. The arrangement worked admirably. A large force in the secretary's office, working day and night, carefully entered all proxies in a ledger, which showed the number of shares each person was entitled to vote upon because of proxies filed in his favor up to the close of the time fixed for registration. The election was held without confusion and the following new members were elected to the Board: C. K. G. Billings, Isaac N. Camp, William J. Chalmers, Robert C. Clowry, George B. Harris, Egbert Jamieson, William D. Kerfoot, Milton W. Kirk, William P. Ketcham, Alexander H. Revell, Edward P. Ripley, A. M. Rothschild, George W. Saul, George Schneider, James W. Scott, Bernard E. Sunny, Hempstead Washburne (Mayor), John C. Welling.

The members who retired were Messrs. Aldis, Allerton, Borner, Crawford, Cregier, Colvin, Farwell, Fish, Keyes, McCormick, Medill, Peasley, Pike, Seeberger, Strong, Walsh, and Wheeler. Messrs. Chalmers, Clowry, and Kerfoot had already served some months on the Board, having been elected to fill vacancies during the summer and fall of 1890.

Before this election Mr. Gage announced that he could not serve again as president, because of the pressure of his

private business. Shortly before the election he presented to the Board of Directors an address in which he discussed the salient features of the situation, past, present, and prospective, and his words made a deep impression on all minds.

This address was printed and distributed as the first annual report of the president of your company. It was an admirable presentation of the clear ideas and the firm grasp which Mr. Gage had of the conditions and the demands of the World's Columbian Exposition.

The compact between the Commission and the Board of Directors, adopted in November, 1890, had made inroads upon the organization originally adopted in the by-laws of your company. The by-laws and the committee list of the Board of Directors were therefore revised. All direct jurisdiction over exhibits and such other matters as were to be administered through the departments under the director-general was eliminated. The committees, as newly arranged, had, in some cases, authority over affairs directly controlled by the company, and in others had power to inspect and report upon the various departments of the director-general. The amended by-laws were adopted in March, 1891. The new Board, elected as before described, elected William T. Baker to succeed Mr. Gage, and reelected all of the other officers.

Upon assuming office, President Baker appointed the following committees:

COMMITTEE ON FINANCE.

Ferdinand W. Peck, *Chairman*.

Lyman J. Gage.	Elbridge G. Keith.
Harlow N. Higinbotham.	John J. P. Odell.

COMMITTEE ON GROUNDS AND BUILDINGS.

Edward T. Jeffery, *Chairman*.

Lyman J. Gage.	George W. Saul.
William P. Ketcham.	Charles H. Schwab.
Edward F. Lawrence.	Robert A. Waller.

COMMITTEE ON LEGISLATION.

Edwin Walker, *Chairman*.

Egbert Jamieson.	Erskine M. Phelps.
Ferdinand W. Peck.	Frederick S. Winston.

COMMITTEE ON AGRICULTURE.

William D. Kerfoot, *Chairman*.

Isaac N. Camp.	Edward F. Lawrence.
William P. Ketcham.	Thies J. Lefens.

COMMITTEE ON MINES, MINING, FORESTRY, AND FISH.

Charles H. Schwab, *Chairman*.

William J. Chalmers.	Bernard E. Sunny.
Robert Nelson.	John C. Welling.

COMMITTEE ON PRESS AND PRINTING.

James W. Scott, *Chairman*.

Edward B. Butler.	Alexander H. Revell.
Milton W. Kirk.	George Schneider.

COMMITTEE ON TRANSPORTATION.

Marshall M. Kirkman, *Chairman*.

George B. Harris.	George W. Saul.
Edward P. Ripley.	John C. Welling.

COMMITTEE ON FINE ARTS.

Charles L. Hutchinson, *Chairman*.

James W. Ellsworth.	Martin A. Ryerson.
Potter Palmer.	Charles T. Yerkes.

COMMITTEE ON LIBERAL ARTS.

Robert A. Waller, *Chairman*.

Isaac N. Camp.	Egbert Jamieson.
Charles L. Hutchinson.	Alexander H. Revell.

COMMITTEE ON MACHINERY AND ELECTRICAL APPLIANCES.

Robert C. Clowry, *Chairman*.

C. K. G. Billings.	Bernard E. Sunny.
Robert Nelson.	Charles H. Wacker.

COMMITTEE ON MANUFACTURES.

Harlow N. Higinbotham, *Chairman*.

Adolph Nathan.	Erskine M. Phelps.
Elbridge G. Keith.	A. M. Rothschild.

COMMITTEE ON FOREIGN EXHIBITS.

Martin A. Ryerson, *Chairman*.

James W. Ellsworth.	Herman H. Kohlsaas.
Harlow N. Higinbotham.	Thies J. Lefens.

COMMITTEE ON WAYS AND MEANS.

Lyman J. Gage, *Chairman*.

Edward B. Butler.	Edward F. Lawrence.
William J. Chalmers.	Adolph Nathan.
Harlow N. Higinbotham.	Edward P. Ripley.
William D. Kerfoot.	George Schneider.
Milton W. Kirk.	Charles H. Wacker.
Herman H. Kohlsaat.	Robert A. Waller.

The committees on exhibits were intended to exercise a general supervision over the departments dealing with such exhibits, to advise with and assist the chiefs of such departments and to control expenditures in connection therewith. In some cases where committees kept in active touch with their departments and held frequent meetings, good results were obtained; in others the committees failed to act as intended, held meetings infrequently, and were soon out of touch with the work which they were intended to supervise. This was not wholly the fault of the committees, but was rather the result of circumstances and of the pressure of other Exposition business, particularly questions of finance. Besides this the feeling of distrust which had existed between the members of the Board of Directors and of the World's Columbian Commission was very slow to disappear, and this distrust extended into the director-general's departments; it was, in fact, distributed, more or less, throughout the entire organization under both bodies, to the great detriment of the work.

Mention has been made of the appointment of the chiefs of the departments of Agriculture and of Publicity and Promotion. The appointments of other chiefs were made in the following order:

February 13, 1891, Capt. Joseph W. Collins, Chief of Department D.—Fish, fisheries, fish products, and apparatus of fisheries.

Same date, John P. Barrett, Department J.—Electricity and electrical appliances.

Same date, Prof. Frederick W. Putnam, Department M.—Ethnology.

May 8, 1891, Prof. Halsey C. Ives, Department K.—Fine arts, pictorial, plastic, and decorative.

June 12, 1891, Frederick J. V. Skiff, Department E.—Mines, mining, and metallurgy.

June 23, 1891, J. Walker Fearn, Department P.—Foreign affairs.

July 11, 1891, James Allison, Department H.—Manufactures.

Same date, Willard A. Smith, Department G.—Transportation exhibits, railways, vessels, and vehicles.

September 3, 1891, Leonard W. Robinson, Chief Engineer, U. S. N., Department F.—Machinery.

Same date, Dr. Selim H. Peabody, Department L.—Liberal arts, education, engineering, public works, music and the drama.

Same date, John M. Samuels, Department D.—Horticulture.

In the spring of 1891 the subject of most importance was that of awakening among foreign nations sufficient interest in the Exposition. Much anxiety was felt as to the reception abroad of the President's proclamation and invitation which had been issued some months before. The Committee on Foreign Exhibits of the Board of Directors had already done effective work in other lands. During the previous year this committee had been presided over by Mr. Baker, and care had been taken that no jurisdictional controversy should prevent the inauguration of such work as was deemed essential to success. The committee had frequent conferences with the corresponding committee of the Commission, of which Thomas M. Waller of Connecticut was chairman, meeting both in Chicago and in New York, and commissioners had been sent to Japan, to China, and to Turkey, Syria, and Egypt. A Latin-American bureau was organized, with William E. Curtis as its chief officer, the object being to awaken an interest among the republics of Central and South America, and in Mexico. Through the courtesy of the War and Navy departments, officers familiar with the languages and customs of those countries were selected and commissioned for this duty. They met in Chicago in the fall of 1890, became familiar with the plans and purposes of the Expo-

sition as far as they were then developed, and then, as rapidly as possible, made their way to the various countries to which they had been commissioned. The results accomplished by these officers were excellent, as the many interesting exhibits shown from those southern countries, and the elegant government buildings erected by many of them, amply testify.

Little had been accomplished in Europe. Our ambassadors and ministers were but poorly supplied with information as to the Exposition, and, in fact, knew little more in regard to it than that it was to be held. The Exposition had, however, one friend abroad whose services all acknowledge. I refer to James Dredge of London, one of the proprietors of *Engineering*, and a member of the council of the Society of Arts. He visited Chicago in October, 1890, showed much interest in the preparations then in progress, and, in conference with Mr. Butterworth, volunteered his assistance. His correspondence thereafter contained much useful information and advice.

It was desirable to prevent any impression from obtaining among foreign governments that the World's Columbian Exposition was to be one of those oft-recurring local and commercial exhibitions which, while beneficial and praiseworthy, do not rise to the dignity of an universal and international exposition, such as was planned by the management at Chicago, and was contemplated by the Act of Congress. Something was needed to vitalize the effect of the proclamation and invitation already issued. Mr. Dredge advised that leading officers of the Exposition, bearing commissions from the Department of State, should personally visit the principal courts and communities of Europe. Such officers, thoroughly familiar with the Exposition plans, capable of presenting the subject effectively, and accredited by commissions from the Government, would arouse the

intelligent appreciation of European governments and induce them to participate in the Exposition on a scale commensurate with its real merits. After careful consideration by the officers of the two governing bodies, a commission to visit Europe was appointed, consisting of the following: The Hon. William Lindsay, a member of the Commission from Kentucky, and afterward United States Senator from that State; A. G. Bullock, member of the Commission from Massachusetts; Ferdinand W. Peck, chairman of the Committee on Finance of the Board of Directors; Moses P. Handy, chief of the Department of Publicity and Promotion; and the Hon. Benjamin Butterworth, secretary and solicitor-general of the World's Columbian Exposition, who was unanimously chosen by his colleagues president of the commission. The commissioners sailed early in July, 1891. On arriving in London they were warmly aided by Mr. Dredge, and through his efforts and those of other leading members of the Society of Arts, particularly Sir Richard Webster and Sir Richard Cunliffe-Owen, the council of that society became thoroughly interested. The commissioners had an interview with the premier, the Marquis of Salisbury, and soon afterward the council of the Society of Arts was constituted the Royal British Commission to the World's Columbian Exposition. Thus the coöperation of Great Britain on an adequate scale was thoroughly assured.

The commissioners then visited France, Germany, Austria, Hungary, Russia, Holland, Belgium, Denmark, and Sweden, going to the capitals and the principal cities of each, and as far east as Nijni Novgorod. They returned in September with a most satisfactory record of success. Personal acquaintance and friendship with many of the American ministers at courts visited enabled Mr. Butterworth to awaken their interest and friendly support, while the persistent and careful work of all the members of the

commission enabled them to see in every country visited steps taken which resulted in its adequate representation in the great enterprise.

On their return to this country the commissioners were accompanied by James Dredge of the British Royal Commission, with Sir Henry Trueman Wood, its secretary; Herr Adolph Wermuth, the Imperial German commissioner-general, and Dr. Emil Meyer, royal commissioner from Denmark. Commissioners from other countries had been appointed and were expected soon to follow.

When presenting the plans of the Exposition to the representatives of the several governments, and particularly in Great Britain, the commissioners met frequent doubts as to the possibility of holding a great international Exposition at a point a thousand miles west of the Atlantic seaboard. The plan and scope of the Exposition and the noble scheme of grounds and buildings were looked upon as almost utopian; something which might be possible in one of the older countries of Europe, but out of the question in America. To these doubts the commissioners were able to respond with a clear idea of the resources at hand for carrying into effect the plans which had been devised, until their hearers were convinced that the undertaking would be carried into effect in a manner entirely worthy of our nation and of the event it was intended to commemorate. Moreover, the act of our Government in sending commissioners personally to invite and to urge participation in the Exposition was appreciated as a courtesy which in itself had weight.

This commission did not visit the countries of Southern Europe, the season being unfavorable. A visit to Rome was abandoned because the officials whom the commissioners would wish to see were absent from the city. The success of this commission, and the desire for similar pro-

motion in the countries of Southern Europe, led to the sending abroad of a second commission, consisting of Mr. Bryan, vice-president, and the writer, chairman of the Committee on Ways and Means. Originally, it was hoped that Hon. Thomas F. Bayard of Delaware and Hon. James Hodges, member of the Commission for Maryland, would also be members of this commission. For personal reasons each of these gentlemen felt obliged to decline, as did also Senator Eustis of Louisiana. Meanwhile Mr. Bryan and myself were ordered to Paris, to await the arrival of our colleagues, Mr. Bryan arriving there first. Halsey C. Ives, chief of the Department of Fine Arts, who was in Europe in the interest of his department, was instructed to join us and accompany us to the capitals of Southern Europe.

I should mention that, before going to Paris, I attended a meeting of the Society of Arts in London, pursuant to an invitation telegraphed to me by Sir Henry Wood on my arrival at Queenstown; also a luncheon with the Lord Mayor at the Mansion House, and a banquet of the Haberdashers' Society. At the meeting of the Society of Arts, Mr. Dredge delivered an address on the subject of Chicago and the Exposition, and in response I addressed the meeting on the same subject.

While Mr. Bryan and myself were waiting in Paris we endeavored to disseminate through the press information relative to the Exposition. We were entertained at breakfast by M. Sigfried, a member of the Chamber of Deputies, and at dinner by the principal commercial organization of Paris. On both of these occasions Exposition matters were discussed, and also the changes in the American tariff laws involved in the recently enacted McKinley bill. Serious objections to it were presented, which Mr. Bryan and myself endeavored to overcome by

statements in regard to its operation. In December we proceeded to Rome, where, for some time, owing to the festivities of the season, we were unable to accomplish much. As soon as possible we secured audiences with the premier, the ministers of Agriculture and of Education, the Syndic, the president of the Board of Trade, and with various societies. We endeavored to get in touch with persons and firms which might be planning to make exhibits. Immediately after the holiday season was over we were accorded an audience by his majesty, King Humbert, who expressed great interest in the Exposition, in Chicago, and in America generally. He promised to aid the Exposition and to encourage his people to make a proper representation. Miss Bryan, who accompanied her father, was granted an audience by Queen Margherita, and as a result of negotiations then begun the queen was pleased to send to the Exposition her remarkable collection of old laces.

While in Rome we engaged the services of Chevalier Guglielmo Grant and Angelo del Nero for a period of six months, the former to develop an interest in an industrial exhibit, and the latter to gather an art exhibit from Italy. The services of these gentlemen were continued for some months longer and resulted in collecting an exhibit in every way superior to what might otherwise have been secured.

We next visited Naples, where we had interviews with city officials, societies, and individuals. We then went to Palermo, where was in progress a national exposition which the king had formally opened a few days before our arrival in Rome. While pursuing the policy of the previous commission to Europe in establishing cordial relations with officials, we endeavored, also, to extend our work among business houses, so that, even if a government should fail to respond, exhibits might be obtained from

persons awake to the opportunities of introducing their wares into the New World.

In Venice we closed a contract with the Venice Murano Company for a concession to exhibit the manufacture of Venetian glass. We visited shops of wood carvers, mosaic makers, and the builders of gondolas, the latter for the purpose of procuring gondolas for the lagoons of the Exposition. Mr. Ives visited Genoa and rejoined me in Paris, while Mr. Bryan proceeded to Greece, Bulgaria, and Spain. He subsequently had an audience with the Pope, from whom he received a letter highly commending the purposes of the Exposition. This letter, added to the many other expressions of cordial good feeling and encouragement which we received, greatly benefited the Exposition in Europe and throughout the world.

The writer returned to Chicago in the latter part of February, 1892, after a fairly successful journey. Mr. Bryan continued the work in Europe for some months longer.

Previous to the departure of the first commission to Europe, such legal services as had been needed were furnished by Mr. Butterworth and by the chairman of the Committee on Legislation, Hon. Edwin Walker, who subsequently became the solicitor-general of the Exposition. During the summer additional legal service became necessary, in connection with contracts for concessions, the work of the Construction Department, and items connected with other branches of the organization. William K. Carlisle was appointed attorney; later Charles H. Baldwin was appointed assistant attorney and was detailed for duty in the Construction Department; Joseph Cummins was appointed assistant attorney for the Committee on Ways and Means. These appointments indicate the rapid increase of legal work consequent upon the development of Exposition plans.

At each stage of the enterprise some pressing difficulty seemed to threaten the Exposition with disaster. The shortness of time was always an ominous factor. The year 1890 had its controversy as to jurisdiction and its question of site. The year 1891 had the question of finance and the question of adequate transportation to Jackson Park. These were, apparently, overcome in 1892, but the financial difficulties returned in 1893, because of the vast increase in expenditures, the Act of Congress which diverted part of the appropriation made for building the Exposition, and the approach of the financial revulsion of that year. Again in 1892 the character of the organization, believed to be inadequate for dealing with approaching conditions, rekindled the smoking embers of the question of jurisdiction. This was scarcely settled, placing the administration of the Exposition again upon a new and experimental basis, when the approach of the dedication in October, 1892, bringing with it vast crowds of spectators, for whose reception and transmission the available facilities seemed wholly inadequate, threatened disaster and even loss of life. In the winter of 1892-1893 came danger of the non-arrival of exhibits, from an incomplete power plant, and from defects of construction. The succeeding spring revealed acres of leaky roofs, which threatened enormous damage to the values stored beneath them, and the early part of the Exposition season, until August, 1893, saw your company on the verge of bankruptcy.

The transportation question was like the stone of Sisyphus. Before it was finally settled many gentlemen essayed the task of rolling this stone up the hill, only to see it roll down again. In the summer of 1891 the transport of visitors to Jackson Park became the most important problem awaiting adjustment. This problem might be formulated as follows: How to move 300,000 people from their

lodgings and residences in the city to Jackson Park within a reasonable time in the morning, and return them to their homes at night. It was conceived that facilities for transporting 150,000 people an hour for three hours in the morning, and for the same time in the evening, would answer this problem, and leave the margin necessary for emergencies.

As our chief reliance was the Illinois Central Railroad, the first part of the task was to see that this road was brought to its maximum of efficiency. A point just west of the Administration Building was selected for the site of the Terminal Station. Architectural and landscape requirements had determined this selection, as the railroad company preferred a place near its crossing of the Midway Plaisance. The plan contemplated a station built upon a large loop, around which trains would run, discharge and receive passengers, and continue out of the grounds for the return journey. The plan of a loop was abandoned, and a system of stub tracks was substituted.

It soon became clear that the Illinois Central Railroad could not reach its greatest efficiency while crossing at grade the city streets in the neighborhood of Jackson Park. Such grade crossings would surely be crowded at all times of the day and night. It was evident that the grades of the railroad and of the streets should be separated, and after full consideration it appeared that this could be best effected by a moderate depression of the streets and a larger elevation of the tracks. With this question, however, arose similar questions regarding the South Side Elevated Railroad line, the Chicago City Railway Company's cable line from the city, and its cross-town horse-car lines. Several meetings were held in the summer and early fall of 1891, by the general officers of the Illinois

Central Railroad Company, the Chicago and South Side Rapid Transit Company, the Chicago City Railway Company, the city commissioner of public works, the city engineer, the Committee on Grounds and Buildings and that on Transportation, and the chief of construction of the Exposition. These meetings were presided over by the president of the Exposition, Mr. Baker.

The city engineer, the engineer of construction of the Illinois Central Railroad Company, the engineer of the Chicago City Railway Company (South Side cable line), and the chief of construction of the Exposition were constituted a subcommittee to consider physical difficulties. A report from this committee, submitted October 31, 1891, and printed, estimated the capacity of the various methods of transportation then existing as follows:

Walking and carriages, per hour.....	15,000
Chicago City Railway Company's lines	12,000
Illinois Central Railroad	6,000
Water craft.....	5,000
Other railroads	1,000
Total, per hour	39,000

Certain changes in the conditions of the Illinois Central Railroad were suggested, which would somewhat increase the small amount estimated for it; but nothing short of the elevation of the tracks from Forty-seventh Street to Sixty-seventh Street, and the purchase of a large amount of equipment, was deemed sufficient to place in a satisfactory condition this line, which, as it could give the most direct and rapid means of access, was expected to receive the largest share of patronage. A plan was recommended which provided for the elevation of the tracks as above outlined, the operation of two tracks upon the west side of the Illinois Central right of way for local business, and two tracks on the east side of the right of way for through trains, running without stops between Van Buren Street

and Jackson Park. This plan proposed a viaduct over the railroad tracks at Van Buren Street, a loop at this point running on piles out into the lake, a loop at Jackson Park, and an interlocking block-signal system along the right of way between these two points. It also proposed the carrying of the tracks of the elevated railway over the elevated tracks of the Illinois Central Railroad at Sixty-third Street, and the construction of a terminal station for the Alley Elevated Railroad upon the roof of the annex to the building for transportation exhibits within Jackson Park. It also proposed the equipment of the cross-town lines of the Chicago City Railway Company, with cars moved by the overhead electric system, the cars to run beneath the tracks of the Illinois Central Railroad and to the Exposition gates, and to connect with the State Street cable and the Englewood district. In addition to this the Chicago City Railway Company already had the terminal loop of its Cottage Grove Avenue line within a few feet of the northern entrances on the west side of Jackson Park. With these improvements the following was the estimated hourly capacity of the various transportation methods :

Foot passengers and vehicles.....	25,000
Chicago City Railway, Cottage Grove cable line.....	20,000
Chicago City Railway, State Street cable line.....	20,000
Illinois Central Railroad, on existing tracks (local) ..	21,600
Illinois Central Railroad, on proposed tracks (express)	14,400
Water transportation, Lake Front to Jackson Park..	10,000
Water transportation, from north side of city.....	5,000
Alley Elevated Railway.....	20,000
Total, per hour.....	136,000

The above proved to be a very moderate estimate of the capacity of the different lines. The Illinois Central Railroad abandoned the idea of a loop at Van Buren Street, and used stub tracks, which were so skillfully handled, with cars especially adapted to the service, as to prove entirely satisfactory, even during the days of phenomenal patronage.

The estimate given above was not for 150,000 per hour, but was deemed to be satisfactory.

Upon the submission of this report President Baker was directed to proceed with negotiations for the settlement of the question of transportation. The great difficulties of the task were fully recognized, and every one, either within or without the Exposition organization, seemed glad to be relieved of responsibility in regard to it. Mr. Baker devoted to it much time and labor. Although he was not so restricted, the idea was that the question should be settled along the lines of the report just referred to. He was authorized to procure any assistance and to incur any expenditure, and as a first step, after consulting with prominent railroad officers, he appointed William H. Holcomb his assistant, with salary at the rate of \$1,000 a month.

Meanwhile the chairman of the Committee on Grounds and Buildings (Mr. Jeffery) had opened negotiations with the Baltimore & Ohio Railroad Company with a view to connecting its tracks in South Chicago with the Exposition grounds, and thus relieving to some extent the undisturbed control which the Illinois Central Railroad seemed to enjoy. Soon after this Mr. Jeffery resigned from the Board of Directors to accept the presidency of the Denver & Rio Grande Railroad Company, leaving the half-formed plans for the Baltimore & Ohio connection to be carried out by President Baker. These negotiations and those for the elevation of the Illinois Central Railroad tracks were conducted at the same time.

A plan was evolved for the elevation of the Illinois Central Railroad tracks for a distance of about one and a half miles, the elevation reaching a maximum of nineteen feet at Fifty-third Street, and maintaining this to Sixty-seventh Street; the road was to have ample station facilities

at Fifty-seventh Street (South Park), Sixtieth Street (Midway Plaisance), and Sixty-third Street (Woodlawn); the first to deliver passengers bound for the northern section in the direction of the Fine Arts Building, the second those desiring to enter the Midway, and the third those desiring to go toward the Court of Honor and the surrounding buildings. Finally it was arranged that express trains should stop only at Sixtieth Street (the Midway), giving the trains a short stop and allowing them quickly to return to the city.

The Illinois Central Railroad Company urged that it could not undertake to defray the whole cost of elevating its tracks and providing the large amount of rolling stock required for the service between Jackson Park and the city, because it could not recoup itself for the outlay from receipts paid by the patrons of the Exposition. As the elevation of the tracks was justly deemed of vital importance to the Exposition, on June 18, 1892, a contract was concluded by which the railroad company agreed to elevate its tracks upon condition that the Exposition pay to it \$250,000 and give it 100,000 tickets of admission. The Chicago City Railway Company also contributed \$100,000 toward the cost of this elevation in consideration of the additional advantages and facilities which it acquired thereby. It was a burdensome contract, because it compelled the Exposition to pay a large amount toward a permanent and valuable improvement upon the railroad company's roadbed, but the end accomplished justified the outlay by your company. It was a source of satisfaction, moreover, to the management of the Exposition to be the means of conferring upon the portion of the city in the vicinity of Jackson Park the lasting benefits accruing from the elevation of the tracks of this railroad company. The contract required that the elevation be finished before the opening of the Exposition

in May, 1893, less than one year being allowed in which to perform the task, and the contract was fully performed.

Meanwhile your company had obtained for the Baltimore & Ohio Railroad Company a right of way south of Jackson Park, by leases from property owners running until August 1, 1894, for which the railroad company contributed \$39,000. The Illinois Central Railroad Company also desired ingress at this same point for bringing in construction material and excursion trains, and, if it should find it desirable, for bringing its express trains around from its main line into the Terminal Station in Jackson Park. The cost of these two rights of way was \$51,592, to which should be added some part of the rental of the twenty-acre tract south of the park, used for bonded warehouses, storehouses for empty packing-cases, switching, etc., through which also ran the rights of way referred to. The Exposition paid for this twenty-acre tract a rental of \$65,000. It was originally supposed that these items of expense, exclusive of the rental of the twenty-acre tract, would be recouped from the amount paid by the Baltimore & Ohio Railroad Company, and the terminal charges on express business from the Illinois Central Railroad Company and other roads using its tracks. This expectation was not realized, but the net loss was not serious in comparison with the benefits derived from the entrance of the roads at this point.

When the negotiations for the elevation of the Illinois Central tracks were concluded, W. H. Holcomb was transferred from the Executive Department to the Department of Works, with the title of master of transportation, in which capacity he continued his work upon the plans for transporting visitors to and from Jackson Park, and in addition had charge of the reception of materials and exhibits and of their distribution to the proper points.

E. E. Jaycox had been previously appointed traffic manager, and had served in this capacity from October 9, 1890, representing the Committee on Transportation of the Board of Directors, and carrying forward much of the preliminary work affecting the transportation of exhibits from distant points to the Exposition grounds. In October, 1892, the traffic manager was placed under the master of transportation and attached to this branch of the Department of Works. On January 1, 1893, Mr. Jaycox resigned, from which time the duties of his office were merged in those of Mr. Holcomb, who was thereafter designated general master of transportation.

When the rights of way south of the park had been obtained, and the contract for the elevation of the Illinois Central tracks had been executed, there remained the question of the proper arrangement of terminal facilities within the park. The terminal yard had been constructed with a view to the handling of a large number of trains conveying great crowds of people into the Exposition grounds over the rights of way of the Baltimore & Ohio and the Illinois Central Railroad companies, entering the park from the south. This yard was constructed with such extensive appliances as to be admirably adapted to the reception of a vast amount of freight. In this respect it contributed much to the convenience of installation, permitting the expeditious handling of hundreds of car-loads of material every day.

The yard was provided with thirty-five standing tracks, capable of holding 428 passenger cars of ordinary size in trains of thirteen cars each, these cars being capable of seating, at sixty persons to each car, 25,680 people. Besides these tracks there were twenty tracks in the storage yard just south of the standing tracks, capable of holding 260 cars, seating 15,600 people, making the total seating capacity of

cars which could be accommodated in the terminal yard 41,280 people. Thus the capacity of the yards was probably in excess of the capacity of the connecting railroads to handle trains that could be delivered to them from this yard. In all there were $17\frac{1}{3}$ miles of track in the terminal yard. (See report of general manager of transportation, attached to the report of the director of works.)

As a provision for the reception of visitors this yard was a failure, for it was accepted neither by the railroads nor by the traveling public. It was planned upon the theory that the railroads whose tracks ran in the vicinity of Jackson Park would each bring a large patronage to the Exposition, both of people from the city and of excursionists from remoter points. There was a vision of great bustle and business, of crowded trains coming and departing, when the railroads would vie with each other in the use of these unprecedented terminal facilities, planned to be one of the marvels of the Exposition. It was expected that they would become immensely popular and attractive, and that their entire cost might be recouped by collecting from the railroads for all passengers brought into the yard a small terminal charge. This charge was fixed at 5 cents per capita for persons brought from the city, and 10 cents per capita for those from without the city limits, and was actually collected up to July 1, 1893, but not thereafter.

But the railroads did not respond. They seemed unable to discover a profitable patronage in the methods indicated, and they evaded all efforts to commit them to any share of the expense of these costly preparations. In the summer of 1892, the Illinois Central Railroad Company gave notice that it would not run its trains into the Terminal Station, but would transact its business entirely upon its own right of way, discharging Exposition passengers at Midway, Woodlawn, and other points adjacent to the park. After the

Exposition was opened it became apparent that the Terminal Station could not be used to advantage by any railroad but the Illinois Central, but that its express trains could be brought thither from the main line in a few minutes, and this was done soon after July 1st. This was a convenience, especially to weary visitors who wished to return to the city and could find a train without the additional walk of half or three-quarters of a mile. Even then most of the passengers had left the trains before reaching Sixty-third Street, few remaining in their seats until the train had been brought around to the Terminal Station.

The station was a beautiful and costly building, a model in its way, and the yards and terminal tracks leading to it were perfect and sufficient for the accommodation of an enormous patronage, but it never received business enough to give it an appearance of activity. Even after the Illinois Central trains were brought into the grounds one end of the perron was sufficient for their needs. The rest of the perron, with sheds and tracks, was vacant, except for a few out-of-town excursion trains and a few suburban trains of the Baltimore & Ohio Railroad. The plans for this Terminal Station and the switching yards were perfected and the work was, to a certain extent, contracted for before the question of transportation between the city and the park had been thoroughly digested, and to this fact as much as to any other must be attributed the lamentable failure and waste connected therewith.

The first commission to Europe returned in September, 1891, bringing with it the earliest of the foreign commissioners. The Construction Department and the various departments under the director-general were now thoroughly organized. All agencies were most actively employed. The work of the committees on Ways and Means and on Grounds and Buildings required incessant attention. On the writer's

return from Southern Europe he found that the chairmanship of the Committee on Ways and Means occupied his time by day and evening, in work upon the details of important concessions. As the spring of 1892 approached, it became evident that important changes would be required in the offices of the company. Mr. Bryan, vice-president, was still in Europe. Mr. Baker, the president, was absorbed in the vexatious and interminable transportation problem and in the prosecution of the appeal to Congress for financial assistance, in the course of which he and several of the directors made visits to Washington during the spring and early summer of 1892. Mr. Butterworth announced that he would not serve another term as your secretary. This officer had found his usefulness impaired by frequent criticisms and misunderstandings which made it impossible for him to use his powers to the best advantage in the service of the Exposition. His brilliant talents had been of inestimable value to the cause, as shown in his speeches in Congress, in addresses in various parts of the country, and in his labors with the commission to Europe. When his determination was known it was decided that he should be chosen a director at the next stockholders' meeting.

The method of holding the annual meeting of stockholders had been further improved since the preceding year, and in the spring of 1892 the holders of proxies were required to register their proxies in the secretary's office ten days before the annual meeting, which occurred on April 10, 1892. The Board of Directors chosen at this meeting was substantially the same as before. Mr. Jeffery had resigned during the previous year and his place in the Board of Directors and in the Committee on Grounds and Buildings had been taken by Henry B. Stone. In addition to Mr. Stone the new directors were: Benjamin Butterworth, Charles H. Chappell, Arthur Dixon, George P. Englehard, Charles

Henrotin, Herman H. Kohlsaas, Washington Porter, Paul O. Stensland, and George H. Wheeler. They took the places of Messrs. Harris, Jamieson, Kirkman, Phelps, Palmer, Ryerson, Saul, Sunny, and Washburne. Mr. Kohlsaas was a member of the first Board, but resigned and went abroad. While in Europe he rendered important services to the Exposition. On his return to the city he was again elected a director.

Mr. Baker was elected by the new Board of Directors to succeed himself. Because of business necessities which demanded an extension of the executive power and close attention to the now rapidly multiplying details of the work, the writer was elected vice-president, to succeed Mr. Bryan, who was still in Europe, and the latter was appointed commissioner-at-large and attached to the staff of the director-general. Howard O. Edmonds was elected secretary to succeed Mr. Butterworth. Mr. Palmer had resigned the second vice-presidency and efforts were made to induce Mr. Gage to accept the position. Mr. Gage could not, however, do this under any circumstances, having already made important sacrifices to the Exposition. He had served since Mr. Jeffery's resignation as chairman of the Committee on Grounds and Buildings, and had given to that important work all the time which could be spared from his private affairs. Robert A. Waller was elected to the second vice-presidency. Mr. Waller had relinquished the chairmanship of the Committee on the Liberal Arts in favor of James W. Ellsworth, and in so doing lost his seat in the Executive Committee. As second vice-president he had a seat in the Executive Committee, and thus his services were regained to it.

The following were the committees of the Board for the year 1892:

COMMITTEE ON FINANCE.

Ferdinand W. Peck, *Chairman*.

Lyman J. Gage.

Elbridge G. Keith.

Harlow N. Higinbotham.

John J. P. Odell.

COMMITTEE ON GROUNDS AND BUILDINGS.

Henry B. Stone, *Chairman*.

Robert C. Clowry.	William P. Ketcham.
Edward F. Lawrence.	Charles H. Schwab.
Lyman J. Gage.	Eugene S. Pike.

COMMITTEE ON LEGISLATION.

Edwin Walker, *Chairman*.

Ferdinand W. Peck.	Benjamin Butterworth.
Frederick S. Winston.	Arthur Dixon.

COMMITTEE ON AGRICULTURE.

William D. Kerfoot, *Chairman*.

Isaac N. Camp.	George Schneider.
Thies J. Lefens.	Washington Porter.

COMMITTEE ON FOREIGN EXHIBITS.

Thies J. Lefens, *Chairman*.

Charles H. Wacker.	Harlow N. Higinbotham.
James W. Ellsworth.	Charles Henrotin.

COMMITTEE ON TRANSPORTATION.

Edward P. Ripley, *Chairman*.

John C. Welling.	Charles H. Wheeler.
Henry B. Stone.	Charles H. Chappell.

COMMITTEE ON FINE ARTS.

Charles L. Hutchinson, *Chairman*.

Elbridge G. Keith.	Charles T. Yerkes.
James W. Ellsworth.	Eugene S. Pike.

COMMITTEE ON WAYS AND MEANS.

Harlow N. Higinbotham, *Chairman*.

Adolph Nathan.	Edward F. Lawrence.
Charles H. Wacker.	William J. Chalmers.
Robert A. Waller.	William D. Kerfoot.
George Schneider.	Edward P. Ripley.
Milton W. Kirk.	Andrew McNally.
Edward B. Butler.	Washington Porter.

COMMITTEE ON MINES, MINING, FORESTRY, AND FISH.

Charles H. Schwab, *Chairman*.

John C. Welling.	Robert Nelson.
William J. Chalmers.	Arthur Dixon.

COMMITTEE ON PRESS AND PRINTING.

Alexander H. Revell, *Chairman*.

Milton W. Kirk.	Edward B. Butler.
Benjamin Butterworth.	George Schneider.

COMMITTEE ON THE LIBERAL ARTS.

James W. Ellsworth, *Chairman*.

Isaac N. Camp.

Alexander H. Revell.

Robert A. Waller.

George P. Englehard.

COMMITTEE ON ELECTRICITY, ELECTRICAL AND PNEUMATIC APPLIANCES.

Robert C. Clowry, *Chairman*.

Robert Nelson.

C. K. G. Billings.

Charles H. Wacker.

Charles L. Hutchinson.

COMMITTEE ON MANUFACTURES AND MACHINERY.

John J. P. Odell, *Chairman*.

• Adolph Nathan.

A. M. Rothschild.

Andrew McNally.

Paul O. Stensland.

SPECIAL COMMITTEE ON CEREMONIES.

Edward F. Lawrence, *Chairman*.

Charles T. Yerkes.

Charles H. Schwab.

Charles H. Wacker.

William D. Kerfoot.

Charles Henrotin.

Alexander H. Revell.

James W. Ellsworth.

By the changes in the Executive Department just referred to, and by reason of the increasing importance of the work of the Committee on Ways and Means, the writer was drawn into contact with the work of the Committee on Grounds and Buildings, and was thus able to render some assistance in the last stages of the transportation problem. The latter was now about to be laid at rest, as far as the Exposition was concerned, although with some misgivings as to the ability of the Illinois Central Railroad Company to complete its work in the time allowed. This task, which the Board had committed to President Baker, he saw completed, but his term of service as president was about to close. In July, 1892, Mr. Baker's health failed, and owing to this and the illness of a member of his family he went to Europe for a rest. The writer thus became the acting president of the company. Mr. Baker did not return to his post, but soon tendered his resignation.

CHAPTER VIII.

THE COUNCIL OF ADMINISTRATION.

FOR many months prior to August, 1892, the opinion had prevailed among those members of the Board of Directors who were most constantly engaged upon the work and were most familiar with its necessities, that substantial changes in the organization were necessary in order that the brilliant record of progress made up to that time might be continued. The few members of the World's Columbian Commission who were sufficiently in touch with the enterprise to appreciate what was necessary to its success, concurred in this opinion. In the abstract the organization was open to great criticism. In fact it seems difficult to justify its existence, except as the result of compromises to the conditions fixed by the Act of Congress. The opinion as to the necessity of changes became more prevalent. It was believed that both bodies must agree upon some basis for an unification of authority over all matters relating to the construction, the installation, and the administration of the Exposition. A dual organization and independent committees charged with the administration of parts of the stupendous whole had proceeded as far as could be permitted with safety, even if it can be admitted that it was safe to have allowed them to proceed at all.

Ever since the World's Columbian Exposition had taken possession of Jackson Park and fenced it in, the Committee on Grounds and Buildings had exercised complete control within the inclosure. This committee had been clothed

with absolute authority by the Board of Directors, and was supreme on all matters relating to the preparation of the grounds and the construction of the buildings. Through its Construction Department it had achieved results beyond the expectation of any one when the work was begun; yet it was not clear in the summer of 1892 that the great enemy, TIME, had been finally vanquished. It was quite clear in the minds of every member of the committee that any lessening of the high state of efficiency hitherto attained would bring ruin. As the members of the committee and the officers of the company looked forward to the prospect of the next few months, and saw the construction work running on through the fall, winter, and spring, and the installation work under the director-general's departments, a separate and independent organization, proceeding at the same time, the difficulties were appreciated and dreaded. Even with a central control, grasping both of these functions, confusion and discord would naturally arise; without such control, disaster seemed certain. In the language of Mr. Stone, the chairman of the committee, "The exhibitor is about to break in," and, under the Act of Congress, the exhibitor was a factor over which the Board of Directors had no control.

This danger had always weighed upon the minds of the directors, but thanks to the devotion of all to the common object, little inconvenience had yet been felt because of it. As the long struggle to secure from the national Government recognition of its share of the financial burden drew to a close, the idea of creating a new authority, which should combine the powers of the World's Columbian Commission with those of the Board of Directors of the World's Columbian Exposition as to all features except awards, took more definite form. Since the adoption of

the compact of November, 1890, the World's Columbian Commission had held few meetings. Its Board of Reference and Control, consisting of eight members of the Commission, had met usually once in two months and exercised the powers of the Commission. In addition to this the committees on Ceremonies and Awards had held meetings for the transaction of the business committed to their charge. The matter of awards was felt to be peculiarly a function of the Commission, that would not in any way interfere with the construction, installation, or operation of the Exposition; therefore, it was not thought that any change in this particular should be made. The arrangement of the ceremonies for the dedication of the Exposition in October, 1892, and for the opening of the Exposition in 1893, had been committed to a Joint Committee on Ceremonies, composed of eight members from each body, and as their work was progressing satisfactorily, and could be subjected to control whenever it came in contact with the physical operations within the park inclosure, it was not deemed necessary to disturb the labors of this joint committee.

The initiative for concentration of control was taken by the Board of Directors, with the hope of providing satisfactorily for the approaching emergency. Directors were of the opinion that your company, being the active agent, charged with the disbursement of the funds for the preparation of the Exposition, should control the new authority to be created. The Board of Directors, therefore, proposed to the Board of Reference and Control of the World's Columbian Commission that a board or committee of five be created, of which three members would be directors and two commissioners. The proposition was rejected. The Board of Reference and Control, while recognizing the emergency existing, refused to surrender

the Commission's share of power. They claimed that to place over the Exposition a body clothed with supreme authority, in which body the Commission should have only a minority representation, would be inconsistent with the dignity of the Commission and the purposes for which it had been created; that acquiescence in such an act by the Board of Reference and Control could not be justified when the Commission should again assemble, and that it would subject the Board to severe criticism. This Board, therefore, formally rejected the proposition of the Board of Directors, and by this act a question of difference was raised between the two bodies.

By the compact of November, 1890, when the president of either body should certify that a difference had arisen between the two bodies upon any question, the Board of Reference and Control of the Commission was to sit with a similar body appointed by the Board of Directors, as a Committee of Conference, and the action of this conference on such question of difference should be final and binding upon both bodies. Such a conference was called and several sessions were held, with the hope of speedily arriving at a satisfactory basis for adjustment of the difference, everyone being alive to the danger of each day's delay.

The conference evolved a plan which provided for a Council of Administration composed of two directors and two commissioners, thus providing for an equal representation of each body. To this council was given "absolute and final jurisdiction and control over all matters of general administration of the Exposition, including the installation of exhibits and all agencies employed in that behalf." It had no power to expend moneys belonging to this company, except when duly appropriated by the Board of Directors. The agreement provided that there should be a director of works appointed by the Board of Directors,

and that in all matters the director of works and the director-general should be "subject to the control and jurisdiction of the Council of Administration." The plan was embodied in a compact adopted by the Committee of Conference on August 18, 1892.

The compact thus adopted was submitted to the Board of Directors on the same day. The action of the Conference Committee, being authoritative, needed no ratification by the Board of Directors, but it met with general approval as the best possible outcome of the situation under existing circumstances. The only fear expressed was that the old question of dual control had not been finally disposed of, but might reappear in the newly-created Council of Administration; that disagreement might arise in that body, in which the two directors might find themselves arrayed against the two commissioners. It is proper to say that the fear proved to be groundless. The council worked harmoniously at all times, feeling itself under the heaviest pressure and consecrated to a task which, no matter how faithfully discharged, would certainly prove imperfect in some particulars, and leave room for criticism by those who would look only at results, and not at obstacles to be overcome. The members of the council drew close to each other and lent to each other that coöperation born of the presence of imminent danger. It is a remarkable fact that the Council of Administration was never compelled to place upon its records a dissenting vote upon any of the important questions and controversies which came before it.

At the meeting of the Board of Directors when the compact above referred to was presented, August 18, 1892, the resignation of President Baker, forwarded from London, was presented and accepted. The vice-president was elected president, and at the same time he and Charles H. Schwab

were chosen members of the Council of Administration. Ferdinand W. Peck was elected vice-president to fill the vacancy created in that position. The Board of Reference and Control of the World's Columbian Commission chose George V. Massey of Delaware and J. W. St. Clair of West Virginia as councilors, and on the following day the council met and organized. Your president was chosen chairman, and Amory W. Sawyer, the former secretary of the Committee on Grounds and Buildings, was elected assistant secretary. The post of secretary was left vacant for the time, and subsequently Mr. Sawyer was promoted to that office. Within the next two days the Committee on Grounds and Buildings turned over its affairs to the council, and thenceforth the council held daily sessions, either at the office of the company in the Rand-McNally Building, 168 Adams Street, or in the Service Building at Jackson Park.

By the action recited above the Exposition was relieved from a great difficulty. It is only just to pay a tribute here to the Committee on Grounds and Buildings for the broad-minded and intelligent manner in which its members recognized and faced this problem of administration. They had carried the great and beautiful work at least halfway to completion. Under their jurisdiction plans had been perfected and so far realized that the future glory of the Exposition could be clearly discerned. Yet between this period and the completion of the work stretched difficulties, dangers, and possibilities of failure which they must have fully understood. To relinquish control at this time over the superb organization which, through their chief of construction, they had created, and take the chance of seeing their work finished by other hands, and perhaps not as they had contemplated, required public spirit and unselfish devotion to the cause in the highest degree, and we must

honor these gentlemen in that they were equal to the emergency that confronted them.

A word must be said, too, as to the difficult position in which the new body was placed. At best the arrangement was open to the criticism of "swapping horses while crossing the stream." True, the change was necessary, but the difficulties none the less great. The new council was required to familiarize itself with the details of the old committee's work, and at the same time assume control over the director-general and his departments.

The last of the huge steel trusses of the Manufactures Building had been placed in position a few days before the council came into power. The roof of the building was not half completed. The date fixed for the dedication of the Exposition buildings was only two months off, and the opening of the Exposition less than nine months distant. It was like the changing of commanders between two battles in our Civil War. Nevertheless, the members of the council were familiar in a general way with every phase of the Exposition work, and the president, while less familiar with the work of construction than were the members of the Committee on Grounds and Buildings, had a thorough knowledge of the financial policy of your company, of its resources, and of the estimates of liabilities and expenditures necessary, and had given much time and thought to the financial side of the Exposition.

Another matter which remained for adjustment was the adoption of "rules for the World's Columbian Exposition, governing rates of entrance and admission fees and otherwise affecting the rights, privileges, and interests of exhibitors and the public within the grounds adopted as a site for said Exposition." (Act of Congress, April 26, 1890, Section 7.) The Act provided that these rules should be adopted

by the Board of Directors of your company and might be modified by the World's Columbian Commission, but only with the consent of two-thirds of all the commissioners. The Board of Directors had a Committee on Rules which, from time to time, had approved rules governing the various exhibit departments, but these rules had gone into force without being submitted to the World's Columbian Commission for approval, as that body was not, at the time, in session. The subject had been referred to Director J. J. P. Odell, who did much toward reducing to a system the miscellaneous material that had accumulated in the guise of regulations. The Board of Directors was not disposed to formulate special and particular rules for every branch and division of the work, but simply to make general rules sufficiently elastic to provide for emergencies, allowing each department of the Exposition to formulate particular regulations as circumstances might from time to time, require. Such particular regulations had in fact been adopted by the departments of Transportation, Sewerage and Water Supply, Fire, Police (Columbian Guard), Mechanical and Electrical Work, the Emergency Hospital, etc. When, however, the Board of Directors submitted general rules to the Commission at its meeting in October, 1892, the latter body, feeling that it had not been allowed a proper participation in the framing of rules for the government of the Exposition, "modified" these general rules by adding thereto all of the particular regulations of every department of the Exposition. This action had some ridiculous consequences, in that it incorporated into the rules of the Exposition petty regulations which were subject to numerous modifications, and, in fact, had been practically modified before the Commission "modified" them. The general rules which the directors had submitted, and which the Commission adopted with modifications, contained, however, a

clause by which the Board of Directors reserved the right to amend or add to the rules whenever it deemed necessary. This reservation, fortunately, gave to the Board of Directors a power which was absolutely necessary to the administration of the Exposition, and this power was exercised freely at all times by the Council of Administration.

The rules governing rates of entrance and admission fees provided for a "Bureau of Admissions and Collections," to be composed of the president of the Exposition, the chairmen of its committees on Finance and Ways and Means, and the treasurer and auditor. This bureau received authority to control the gates of the Exposition, to sell tickets, to receive money therefor, and to collect dues from concessionaires.

It will be seen that the organization of this bureau was not in accordance with the purposes sought in the creation of the Council of Administration. It was the opinion, however, of both directors and commissioners that the revenues of the Exposition should be exclusively within the control of your company, and ought not to be administered upon by members of the Commission. The bureau was composed of persons whose personal experience and official positions best fitted them for the discharge of its duties, and it was hoped that the isolation of the work assigned to it would relieve the already overburdened Council of Administration. This hope was not fully realized because the president was a member of both bodies, and one whose presence would constantly be needed in each. As the bureau would necessarily have to deal with the physical conditions at the park, it was possible that, acting independently, its determinations might not be in harmony with those of the council. Nevertheless, since two members of the bureau were financial officers of the company, and the other three were intimately acquainted with its financial

work, and all understood the value of harmony, the plan, if it was a bungling one, worked very well. Indeed, it is difficult to see now what could have been done without the Bureau of Admissions and Collections. The exceptionally good organization of the department which dealt with admissions at the gates and of that which made collections from concessionaires were the work of this bureau.

CHAPTER IX.

THE DEDICATION OF THE BUILDINGS.

OCTOBER 12, 1892, was the date fixed by the Act of Congress for the dedication of the Exposition buildings. It was found desirable, however, to change this date. On this day the four hundredth anniversary of the discovery of America was to be observed generally throughout the country. The city of New York had arranged for an elaborate demonstration to commemorate the landing of Columbus, and those in charge of this celebration were solicitous lest the dedicatory ceremonies in Chicago should conflict with theirs, especially as the President of the United States could not attend the celebration in New York if it and the dedication of the Exposition should occur upon the same day.

The management of the Exposition was therefore urged to consent that the date of the dedication should be changed from October 12th to Friday, October 21st, this being the correct date of the discovery according to the revised calendar now in use, besides falling upon the very day of the week on which Columbus landed in the New World. The Board of Directors consented to this change, feeling that it would be a graceful act to accede to the wishes of the citizens of New York, would assist them in achieving success for their celebration, and would at the same time give to those interested in local celebrations throughout the country an opportunity to unite with Chicago in the great event two weeks later.

In the spring of 1891 the dedicatory ceremonies had

been referred to a Committee on Ceremonies of the Board of Directors, acting jointly with a similar committee of the Commission. The Committee on Ceremonies, on the part of the Board, consisted of the following:

Edward F. Lawrence, <i>Chairman</i> .	
Charles H. Schwab.	Charles H. Wacker.
William D. Kerfoot.	Charles Henrotin.
Charles T. Yerkes.	Alexander H. Revell.

The Committee on Ceremonies, on the part of the Commission, was:

P. A. B. Widener, <i>Chairman</i> .	
James Hodges.	Thomas B. Keogh.
George A. Barbour.	Gorton W. Allen.
Adlai T. Ewing.	V. D. Groner.

The dedication of the Exposition buildings six months before the enterprise was to be actually inaugurated was approved as a means of disseminating throughout the country a knowledge of the grandeur and extent of the Exposition, and of the completeness of the equipment which Chicago had prepared for it. An elaborate program was prepared, to occupy three days, and to be preceded by Columbian services in all the churches on the Sunday before.

The program was as follows:

Wednesday, October 19th.—Columbus Day in all the schools at 1.30 o'clock. Reception and ball at the Auditorium at 9 o'clock in the evening.

Thursday, October 29th.—Civic parade through the business portion of the city, beginning at 9 o'clock in the morning, and reviewed by the President of the United States from a stand erected at the Adams Street front of the Custom House. Military reception and ball given by Col. Henry L. Turner at the First Regiment Armory in the evening. Dinner to the President of the United States and the distinguished guests of the occasion by the Fellowship Club at Kinsley's.

Friday, October 21st.—Military parade to Jackson Park, reviewed by the President in Washington Park. Dedication of the Exposition buildings by appropriate ceremonies in the Manufactures Building at

Jackson Park. Dedicatory services of the World's Congress Auxiliary at the Auditorium in the evening. Fireworks displays in the parks in the north, south, and west divisions of the city.

Originally it had been intended that the reception and ball on Wednesday evening should be a part of the official ceremonies, and that the dedicatory ceremonies at Jackson Park should include the movement on the lagoons of an impressive series of floats styled the "Procession of the Centuries." An appropriation of \$150,000 had been made by the Board of Directors to meet all the expenses of the ceremonies.

The reception and ball were omitted from the official program, and were taken in charge personally by Maj.-Gen. Nelson A. Miles, U. S. A., and Messrs. Marshall Field, George M. Pullman, Philip D. Armour, and N. K. Fairbank. This arrangement produced very satisfactory results. The function occurred at the Auditorium on Wednesday evening, October 19th. The brilliant event elicited great praise for its faultless arrangements and the elegant completeness of its details.

Your company incurred a heavy expenditure for the proposed pageant of the "Procession of the Centuries," the contracts for floats, decorations, costumes, etc., amounting to \$90,000. The proposed floats were to illustrate a variety of subjects typifying the progress of civilization at various periods in American history. The floats were to be of size sufficient to produce a proper effect when viewed by spectators from the banks of the lagoons. Their dimensions were to be such as to forbid their passing under the bridges which were to span the lagoons, therefore the construction of the bridges was to be postponed until after the dedication. Then it was perceived that in case of fire or panic in the Manufactures Building during the dedicatory ceremonies, there would be only one bridge—that

spanning the canal north of the Court of Honor—over which the crowd in the building could pass to reach the exits from the park. The conditions presented possibilities of danger and loss of life which the management could not consent to confront. Besides this the assemblage of crowds along the shores of the lagoons in their then unfinished condition involved the danger of serious accidents as well as expensive damage. Moreover a proper understanding had not been reached as to the motive power for propelling the floats. The Committee on Ceremonies had been assured by the Construction Department that satisfactory motive power could be provided. It had been suggested that the floats could be moved by a cable, like that of a street railway, attached to engines upon the shore. Doubtless the problem of motive power could have been solved had the other objections been less weighty.

Late in the summer it was decided to abandon the project. The construction of the floats was well advanced, and decorations and costumes had been procured at great cost. After much negotiation, and a careful estimate of the contractor's expenses, your company paid \$75,500 in full for the outlay already made, and, in addition, \$10,848.45 for the temporary wooden building erected as a workshop in which the floats were built. This expensive failure was to some extent due to the lack of concentration and close connection between the various parts of our organization. To a greater extent it was due to the hurry incident to the completion of so many undertakings in so short a time, giving occasion for misunderstandings and mistakes such as could not occur in the methodical conduct of a well-ordered business.

It was urged at the time that the proposed pageant was not in keeping with the dignity of the Exposition. The matter of "dignity" was in those days so jealously

guarded as to become at times almost a bugbear. There was nothing intrinsically bad in the scheme of the floats. Had it been developed properly, as doubtless it would have been, it would have added a pleasing and inspiring spectacle to the dedicatory ceremonies. During the Exposition season processions of floats, by night and by day, on the lagoons and on land, were frequently introduced and proved very satisfactory, giving life and additional interest to the charming scene.

President Harrison was prevented from attending the dedication by Mrs. Harrison's severe illness, which soon afterward proved fatal. Vice-President Morton represented the President upon this occasion. The civic parade, upon the day preceding the dedication, was participated in by many thousands of people, including all the non-military organizations of the city and the Governors of most of the States of the Union, accompanied by the members of their respective staffs. It was a most inspiring scene. The procession occupied more than four hours in passing the grand stand at the custom house, where it was reviewed by Vice-President Morton.

In the meantime directors and officers were gravely anxious as to the success of the dedicatory ceremonies upon the following day. The tracks of the Illinois Central Railroad were in process of elevation and the road was unable to supply even ordinary facilities for transportation. Invitations to attend the ceremonies had been issued to members of Congress, the principal officers of the Government, Governors of States with the members of their staffs, and the members of the various State Legislatures. Invitations had been assigned for distribution by members of the Commission and by members of Congress. Each stockholder of the Exposition company received an invitation. Thus in all more than 100,000 invitations were issued, each

admitting a gentleman and lady. Possibly one-half of these invitations had been sent to persons who might not be able to use them, but the demand for admission to Jackson Park on Dedication Day was so great that it was reasonable to expect that most of the cards of admission would find their way into use, and that the number admitted would be large enough to make some grave disaster possible, either within the grounds or at the railway stations. Therefore every precaution was taken to prevent accident. As the procession was to pass from Washington Park to Jackson Park by way of the Midway Plaisance, across the tracks of the Illinois Central Railroad, a large temporary wooden viaduct was constructed over these tracks. The construction of this viaduct was authorized by the Board of Directors on September 26, 1892, and the work was finished within twenty-three days, at a cost of \$9,616.11.

On October 21st, at sunrise, the entire central portion of the city, between the river on the north and west and Twelfth Street on the south, was cleared by the police of every description of vehicles, the district presenting a most peculiar appearance to those who were familiar with it upon ordinary days. Carriages conveying persons officially connected with the ceremonies were passed through the police lines by means of cards previously issued by Major R. W. McClaughry, chief of police.

A national salute was fired at sunrise. The members of the Board of Directors, the World's Columbian Commission, and the Board of Lady Managers, and the distinguished guests of the occasion, in carriages, formed in line on Michigan Avenue near the Auditorium, whence they were escorted by United States troops—cavalry and light artillery—south on Michigan Avenue to Twenty-ninth Street; here they were joined by Vice-President Morton and party and President Palmer of the Commission, who were the

guests of your president, and thence moved south to Washington Park. At this point the procession was received by 15,000 troops of the regular army and of the militia of several States, drawn up for review. The carriages were then parked upon the great meadow, and the troops marched past, after which the procession moved to Jackson Park by way of the Midway Plaisance.

A light luncheon was served in the galleries of the Manufactures Building to the guests in the procession. Elsewhere provision had been made for serving luncheon to the entire assemblage waiting in the park. From the number of invitations issued, as heretofore mentioned, the magnitude of this undertaking will be understood. It was manifestly impossible to serve a satisfactory meal; the purpose was to offer merely a slight refectio to enable persons within the park to withstand the fatigue of waiting for the grand event to take place. It was not deemed proper to permit the opening of restaurants and the sale of refreshments, as those within the park were present as guests in response to the invitations of the management. Refreshments were served by the Wellington Catering Company, which had received the principal concession for restaurant service during the approaching Exposition season. More than 70,000 persons were supplied.

The interior of the Manufactures Building presented a grand and novel spectacle. At the middle of the east side was erected a stand or platform capable of seating 2,500 people. Over it and high above, decorations of flags and bunting had been effectively massed. At the south end of the building, 500 feet away, was another stand for the chorus, capable of seating 5,500 people, and filled with singers whom the choral director, William L. Tomlins, had trained during the year previous for rendering the music for this occasion. Before the chorus was placed the Chi-

cago Orchestra, augmented to 190 pieces and 50 drums, and led by Theodore Thomas.

In front of the grand stand were chairs and benches for the accommodation of 60,000 people, covering the area within the large trusses of the building, and in the surrounding galleries 15,000 additional seats were placed. Immediately in front of the platform were tables for the accommodation of 750 reporters. Beyond these tables 15,000 seats were reserved for the families of directors, commissioners, and distinguished guests from without the city.

The procession, military review, and escort of the Vice-President and party were under the charge of Maj.-Gen. Nelson A. Miles, U. S. A., commanding the Department of the Missouri, and the credit of the success of the various manoeuvres is due to his skill and firmness. The burden of guard duty for the preservation of order and the protection of property fell chiefly upon his troops and the Columbian Guard. The immense crowds within and without the park and the extent and unfinished condition of the grounds made this by no means an easy task.

It was found necessary to conduct with great caution the procession over the viaduct across the tracks of the Illinois Central Railroad, and serious delay was caused at this point; otherwise the procession would have reached the Manufactures Building at the time appointed. Had the plan been adopted, as was urged at the time, for a military parade extending from the business district of the city to Jackson Park, the ceremonies could not have been concluded until after nightfall. General Miles had opposed this plan, and, being in charge of the military features of the day, under orders from the Secretary of War, directed that the review at Washington Park should occur as soon as the carriages of the Vice-President and party arrived at that point, whence the procession moved to the Exposi-

tion grounds. For this decision General Miles was criticised, but before the day was over the wisdom of his decision was apparent, and for it he subsequently received a vote of thanks from the Board of Directors.

When the ceremonies were about to begin, it was found that the vast areas had easily absorbed the many thousands who were entitled to admission, and that the fears of the management as to congestion were groundless. A large crowd had gathered outside the gates, and the attention of your president being called to this by the director of works and the commandant of the guards, the gates were opened to all who desired to enter.

The scene in the Manufactures Building will never be forgotten by those who witnessed it. The grand platform was occupied by officers of the National Government, members of the diplomatic corps, officers of the various States, Senators and Representatives, directors and commissioners. The eye and brain could scarcely comprehend the vastness of the audience stretching out before this platform, nearly every one seated or being conducted to seats by soldiers and the Columbian Guards in the most orderly manner. There was little motion, but the air was resonant with an indescribable hum of voices. At the south end of the building the chorus of 5,000 persons "seemed but a mere island in an ocean of humanity!"* The number gathered under this roof can not be accurately determined, but must have been over 100,000 persons. Perfect order prevailed. The dignity of the occasion seemed to have cast a spell over the audience.

The dedicatory ceremonies were opened with the "Columbian March," composed by Prof. J. K. Paine of Cambridge, and rendered by the Columbian orchestra and chorus. Prayer was offered by Bishop Charles H. Fowler, D. D.,

* Report of Milward Adams, who had charge of the seating arrangements.

LL.D., of the Methodist Episcopal church, after which came the introductory address by the director-general, George R. Davis. Following this the mayor of Chicago, Hempstead Washburne, delivered an address of welcome and a tender of the freedom of the city of Chicago to the Vice-President and the representatives of foreign nations. Selections from the "Columbian Ode," written by Miss Harriet Monroe of Chicago, were read by Mrs. Sarah C. LeMoyne of New York, whose resonant voice and excellent delivery overcame the difficulties of the hall to a greater extent than did most of the other speakers. Mrs. Le Moyne's reading was interspersed with selections from the same ode, set to music by George W. Chadwick of Boston, and sung by the Columbian chorus. After this, the director of works, Daniel H. Burnham, tendered the buildings to your president, and presented to him the master artists of construction of the Exposition in an address setting forth the work which these artists had accomplished. This was responded to by your president, who then presented to the master artists the commemorative medals which had been struck for the occasion, in recognition of their service. During the presentation the chorus rendered Mendelssohn's "To the Sons of Art." The president of the Board of Lady Managers, Mrs. Potter Palmer, then delivered an address on the work of the lady managers. Your president then tendered the buildings to the president of the World's Columbian Commission, Hon. Thomas W. Palmer, who presented them to the Vice-President of the United States, Hon. Levi P. Morton. The Vice-President then, on behalf of the President of the United States, formally dedicated the buildings in an address, closing with the following words:

"In the name of the Government of the United States I hereby dedicate these buildings and their appurtenances, intended by the Government of the United States for the use of the World's Colum-

bian Exposition, to the world's progress in arts, in science, in agriculture, and in manufacture. I dedicate them to humanity.

"God save the United States of America!"

The "Hallelujah Chorus" from Handel's "Messiah" was then sung, following which the dedicatory oration was delivered by Hon. Henry Watterson of Kentucky. At the close of this oration the Columbian chorus and orchestra rendered the "Star Spangled Banner," following which was delivered the Columbian oration by Hon. Chauncey M. Depew of New York. The ceremonies were concluded with prayer by his eminence, Cardinal Gibbons, Archbishop of Baltimore; the chorus, "In Praise of God," by Beethoven; and the benediction, by the Rev. Henry C. McCook of Philadelphia. A national salute was fired by the artillery as the ceremonies came to a close.

The perfect weather contributed to the success of the occasion. The sunshine, the cloudless sky, and the spring-like air lent a charm to the grounds that seemed to more than atone for their unfinished condition. We may count the dedication on October 21, 1892, as possibly the most successful of all the pageants, ceremonies, and celebrations which occurred in connection with the Exposition. The total expenditure for this occasion amounted to \$287,709.31, including special work done by the Construction Department and the features which were abandoned. This was almost twice the original estimate. But for the many alterations in the original plans the cost would have been much less. There can be no doubt, however, that they were worth to your company all they cost and much more. More unfavorable rumors, more attacks upon your plans and management, were laid at rest upon this day than could have been silenced by any other means.

The fact that the immense assemblage gathered in the Manufactures Building, witnessed the impressive program,

and dispersed without an accident worthy of note, either within or without the half-finished grounds, spoke for the care, intelligence, and efficiency of the officers and employes of your company, of the officers of the army, and of the various transportation lines.

This was the first great task encountered by the Council of Administration, and caused it much labor and grave anxiety. Before the council was many days old it was compelled to exercise its powers vigorously in all departments of the Exposition, in connection with the proposed ceremonies, to harmonize arrangements, and to insure the perfect safety of the public. Had any casualty occurred, through negligence or unforeseen contingency, its injurious effect would have marred the success of the enterprise six months later.

The representatives of the press who attended the ceremonies included many distinguished journalists, and all were so thoroughly impressed with the magnitude of the preparation and the grandeur of the scope of the Exposition that praise and commendation for the great enterprise awoke all over the country, even in quarters where only adverse criticism had been heard before.

Thanks are due to Chairman Lawrence and to the members of the Committee on Ceremonies for their great labors in connection with this occasion, as well as other occasions where suitable ceremonies were required. The work of this committee extended over two years. In preparing for the dedication its members were confronted with all the vexations and obstacles which the crudeness of our organization rendered possible. In spite of this their duties were creditably discharged. The members of the committee of the Commission, being non-residents, were less actively engaged, but they also performed valuable services.

CHAPTER X.

THE BUREAU OF ADMISSIONS AND COLLECTIONS.

THE general rules and regulations, heretofore referred to in Chapter VIII, provided for a Bureau of Admissions and Collections, which was in reality a committee composed of the chairmen of the committees on Finance and on Ways and Means, and the president, treasurer, and auditor of your company. It was charged with the duty of managing and controlling the sale and collection of tickets of admission and the issuance of passes to the Exposition grounds; also with the collection of moneys which might become due to the World's Columbian Exposition on account of privileges and concessions, or from exhibitors or State boards. This bureau was authorized to adopt such regulations and to employ such agents and assistants as might be necessary.

The rules provided that complimentary tickets of admission should be issued to those whose official position demanded recognition by the Exposition, viz., the President and Vice-President of the United States, members of the Cabinet, Justices of the Supreme Court of the United States, members of Congress and chief officers of the National Government, the Diplomatic Corps, Governors of the States and Territories, the mayor of the city of Chicago and the members of the city council, members of the World's Columbian Commission and their alternates, members and ex-members of the Board of Directors, members of the Board of Lady Managers and their alternates, members of the State and Territorial World's Fair boards,

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members of the Board of Managers of the United States Government Exhibit, foreign commissioners and their secretaries, judges and jurors of awards, all executive officers of the Exposition, all custom house officers, clerks, and employes connected with the United States Treasury Department on duty within the Exposition grounds, members of the Board of South Park Commissioners, "one each to a representative of the principal and most prominent newspapers of this and foreign countries, and to any other person or persons who may be adjudged to be entitled to a complimentary pass by the president of the World's Columbian Commission, the president of the World's Columbian Exposition, and the director-general.

The rules provided that "in all cases where a pass is issued upon the request of the president of the World's Columbian Commission, the president of the Exposition, or the director-general, such pass shall bear the signature of such officer who makes application therefor." These rules were so indefinite as to present many difficulties, and were never closely followed. All passes of this character bore facsimiles of the signatures of the presidents of the two bodies and of the director-general, and they were issued upon the requisition of either of these three officers.

The rules further provided for the issuance of passes to all necessary employes in connection with the work of the Exposition, during their term of service, and to each exhibitor "one pass, provided his presence is required during the installation of his exhibit and the time same is on exhibition, and also to all necessary and regular employes and attendants in connection with exhibits; also to concessionaires and their necessary servants and employes."

The Bureau of Admissions and Collections was composed of Edward B. Butler, chairman of the Committee

on Ways and Means ; Ferdinand W. Peck, chairman of the Committee on Finance ; William K. Ackerman, auditor ; Anthony F. Seeberger, treasurer, and your president. It organized by electing Mr. Butler chairman, and Howard O. Edmonds, the secretary of your company, its secretary. No provision was made as to the relation which the bureau should sustain to the Council of Administration. It was theoretically an independent and coördinate body, applying to the Board of Directors for needful appropriations, and pursuing its work without reference to any other jurisdiction. This was quite wrong in theory. But even a poor system may work fairly well when the persons operating it earnestly desire to make the best of the situation, and to do their work discreetly, carefully, and thoroughly. The bureau always endeavored to keep in touch with the Council of Administration, and there was never any serious friction between the two bodies.

As the name indicated, the work of the bureau naturally divided itself into two departments, that for the control of admissions, and that for the collection of moneys due from concessions. As to moneys which might become due from exhibitors and State boards, suitable arrangements had already been made for collecting them through the auditor's office. The Department of Works reported to the auditor the sums due for work done on such accounts, for which the auditor rendered bills and collected payment.

Pursuant to the recommendations of a report prepared by the auditor, the bureau decided to appoint a superintendent of admissions. The president was authorized to offer the position to Horace Tucker of Chicago. Mr. Tucker was appointed on December 27, 1892, and immediately entered upon the discharge of his duties. A superintendent of collections was appointed on February 1, 1893.

The time available for the organization of these two departments was altogether too short. The superintendent of admissions had but four months in which to make all his preparations and complete his arrangements, and owing to the difficulty of finding a suitable man for the position of superintendent of collections that officer, when appointed, had less than three months at command. A year would have been a very short time for the purpose. When we realize how great was the disadvantage under which these officers were placed, ample allowance can be made for any defects or shortcomings which may have been found in their work. Not that any great allowance is necessary, but for all cases where arrangements were found incomplete on May 1st, or where mistakes were made, the great handicap of insufficient time is an ample excuse. The Committee on Ways and Means had previously given attention to the subjects of admissions and collections, but the pressure of many other matters had postponed these until long after the period of safety.

For a complete record of the work of the Department of Admissions, reference is made to the report of its superintendent, and the statistics attached thereto. They are transmitted herewith and made a part of this report.

Soon after the appointment of this officer the bureau determined to adopt the system of admission by an engraved and printed ticket rather than by the use of half dollars as tickets, as at the Centennial. A contract was made with the American Bank Note Company for 6,000,000 of tickets in four series, each distinguished by the vignette on its face; one series bearing the portrait of Columbus, another that of Washington, the third that of Lincoln, and the fourth the head of a typical North American Indian. It was supposed that these tickets would be valued as souvenirs, and they were to be sold not only at the

gates, but in the city and elsewhere, and to be good for admission on any day of the Exposition.

For most of the admissions a cheaper form of ticket was to be used, of which 25,000,000 were ordered. They were divided into several series, each series being distinguished by letters and figures, as A, 1 A, 2 A, B, 1 B, 2 B, etc. These tickets were to be sold only at the booths immediately without the turnstiles and were to be good only on the day of sale, tickets of one series being given out for sale at the beginning of a day and instructions given to ticket takers not to recognize tickets of any other series. The use of a series might be discontinued and another substituted at any time in the course of a day, thus reducing to a minimum the danger of counterfeiting.

The souvenir tickets were of the size of the old United States fractional currency notes, upon an especially prepared paper having a mottled appearance which could be detected by holding the ticket up to the light. The spots in the paper could also be recognized by the fingers. The engraving was elaborate and handsome, and included facsimiles of the signatures of the president and treasurer of the Exposition; they were not likely to be counterfeited. The cheaper form of tickets were protected against counterfeiting because only the superintendent of admissions and the head of the ticket department knew what series would be used on any day until the hour for opening the gates. Had it been suspected on any day that counterfeits were in circulation they could have been easily detected simply by changing the series on sale at the ticket booths.

A turnstile was adopted which had combined with it a chopper for mutilating the tickets and a register to indicate the number of persons who had passed through. The chopper was afterward abandoned because the mutilation of the ticket was too great to allow a satisfactory

count for checking the register and the number of tickets sold.

The enormous number of free admissions which the management had reason to expect was a cause of much anxiety. As might be expected the system was subjected to abuse and many persons obtained admission who were not justly entitled thereto, but it is the belief of your president that the abuse was detected in the majority of cases where it extended over a considerable period, and subsequently there was no cause for complaint. Had there been, before the opening, time to organize the department thoroughly, it is just to suppose that, under the watchful attention of the superintendent, the abuse of passes would have been reduced to a positive minimum.

Neatly engraved cards of admission were issued to the President of the United States, members of the Cabinet, Justices of the Supreme Court, members of Congress, Governors, etc. These were passes which would not be frequently used. For most of the free admissions, a photographic pass was provided, in the form of a book, which bore, on the inside of the cover, the photograph and autograph of the person entitled to use it. The rest of the book was made up of coupons, one for each day of the Exposition. The coupons were detached as the holder passed the turnstile, and were deposited in the receptacle.

It was not expected that the ticket takers would scrutinize the photograph at each presentation, but it enabled the superintendent to require scrutiny and comparison whenever he desired. Even if the holder of a pass were not refused admission, a clew could be established through the report of the ticket taker, giving to the office of the department the number of pass supposed to be illegally held. If an investigation made it seem necessary, the pass could be taken up when next offered. More than

all, the fact that a photograph was contained in the pass book made persons chary of attempting to use it unlawfully.

Some opposition to the photographic passes was expected among the thousands of employes and exhibitors, and, therefore, the Bureau of Admissions resolved to put the system in effect with directors and commissioners as an example to others, so that it could be urged that the system was accepted by all alike, the highest as well as the lowest. This course provoked some friction, although in the main it was acceded to when the reasons were properly explained. When, however, the National Commission assembled in April, 1893, a vigorous protest was made by some commissioners who thought an indignity had been put upon them.

In addition to these two forms of admission, passes were required for laborers employed by contractors doing work for the Exposition, or by exhibitors in the work of installation. These laborers were constantly changing, and diminished in number as the Exposition approached completion. It was not feasible to require photographs from them, as they were hired and discharged from day to day. For them workmen's tickets, good for one month, were printed, with a different color for each month. These were good only at certain turnstiles, and they were punched as the holder went through. A deposit of \$1 was required as a guarantee for the return of the ticket when the holder ceased to work for his employer. Single day workmen's tickets were also issued.

Between December 27, 1892, when the superintendent of admissions was appointed, and the opening of the Exposition, contracts for the engraved souvenir tickets, the pass books, and the 25,000,000 of ordinary tickets were closed and filled. A corps of ticket sellers, ticket takers, and inspectors was organized. An office force was recruited



and instructed in the issuance of the thousands of passes and the keeping of an orderly record thereof, and in the work of issuing and accounting for the tickets sold and taken in from day to day. Necessarily the details of issuing photographic passes, securing the photograph, and affixing it upon the pass book, and securing such records as would render information regarding the passes readily accessible for the purpose of detecting abuses, were matters requiring much labor and careful attention. At the same time entrances, ticket booths, turnstiles, the sale of tickets at points remote from Jackson Park, to prevent congestion there, had to be provided for. The contract for turnstiles was not closed until so late that they could hardly be ready by May 1st, and in fact they were not all ready for service until the middle of June.

The organization of the Department of Collections was an inconceivably more difficult task. While the revenues anticipated from this source were not expected to exceed one-third or one-half that from the gate admissions, the labor of collecting it was far more difficult. It would have been better if the superintendent of collections had been from the outset identified with the Committee on Ways and Means in the granting of concessions. The Exposition was, however, more than usually fortunate in the choice of a superintendent for this department. It now seems to the writer that the work of collecting from concessionaires was far better performed than the management had any reason to hope for under the circumstances. I make this admission the more readily because, owing to my long connection with the Committee on Ways and Means, the blame for failure to provide for this need at an earlier day must fall in some measure upon myself. The fact is that while the members of the committee knew that theoretically it was possible to perfect systems

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for the auditing of concessions so that good results would follow, they had not been able to find a man available for their purpose to whom the work could be entrusted. The Bureau of Admissions and Collections, when organized, promptly received applications for the position of superintendent of collections, but, as is frequently the case in the administration of a difficult office, it was necessary to find some one who had not applied for the place and did not want it. While the bureau was considering this matter, and was filled with anxiety for the future of the Department of Collections, Paul Blackmar of Minneapolis was mentioned as possessing qualifications which admirably adapted him for this work. In answer to a telegram, he came to Chicago and had an interview with your president, at the close of which he agreed to undertake the duty if his services should be desired. The matter was considered for a few days with great thoroughness, the appointment made by telegraph, and Mr. Blackmar entered upon his duties on February 1, 1893.

The compensation for each of these superintendents was fixed by the bureau at \$400 per month, a sum which was regarded by all as very small for the character of the work expected of these men. The bureau was influenced by the serious condition of the company's finances at that time. Neither of the superintendents gave much consideration to the amount of salary to be received by them, and in both cases the amount was fixed after they had entered upon their duties. Both officers knew that the term of service would be less than a year, and felt that the salary they might receive would be less of an object than the reputation to be achieved by the successful management of the important offices entrusted to them.

Within a few days after Mr. Blackmar's appointment

he had become thoroughly familiar with the concession contracts previously entered into by the Committee on Ways and Means. As fast as executed these had been filed with the auditor, and that officer had taken the precaution to have these contracts printed and bound in a convenient book form suitable for ready reference. Mr. Blackmar next secured the services of two expert accountants of a high order of ability and capacity for attacking problems outside the usual routine of auditing and accounting. With the aid of these and of others employed as the work progressed, Mr. Blackmar grouped the concessions according to their characteristic features and perfected systems applicable to each group, with the idea of effecting a daily settlement with each concessionaire for the amount of his business and collecting from him the proportionate amount of the proceeds accruing to the Exposition under the contract. This being accomplished, he turned over to the experts whom he had employed, the preparation of the forms, blanks, and books necessary for the work before them; and he contracted for tickets, representing various sums of money, to be used by the cashiers of the various concessionaires. The first order was for 36,000,000 tickets and over 60,000,000 were used. He then began, by personal interviews with concessionaires, to impart to them the means which he expected to take for auditing their concessions, and the rules with which he would expect them to comply. By these interviews he became personally acquainted with the various concessionaires, secured their confidence wherever possible, won over those disposed to resist the methods employed, and dealt with those who remained refractory as seemed best under the circumstances. All contracts contained the provision that the agents of the Exposition should prescribe the methods for auditing concessions, and therefore the superintendent

had it in his power to enforce obedience where it could not be secured by other means.

By rapid and incessant work, the greatest possible economy of time, the application of common sense, persistence, and a high order of business tact and skill as an accountant, the superintendent of concessions solved a problem, the difficulty of which can not be adequately set forth in this report. In the main his preparations proved adequate when tested in the early days of the Exposition season. In some instances radical departures and complete changes were required. The necessity for these was quickly recognized and promptly acted upon by the superintendent. For the full details of his work I refer to the report of the superintendent of collections, which is herewith respectfully transmitted and is made a part of this report.

In spite of the great care exercised, and the desire of its members for perfect coöperation with the Council of Administration, instances of the clashing of the jurisdiction of the two bodies, the bureau and the council, occasionally occurred. These, though annoying at the time, were not serious and perhaps would have occurred no matter what organization had been adopted. Naturally the direct oversight of the two superintendents and their departments fell to your president, who, being an active executive officer, was always upon the ground, ready to hear and advise these officers and to instruct them when necessary.

The opinion began to prevail that the Department of Admissions and Collections could be better administered under the authority of the Council of Administration. During one of those periods when the administration was being overhauled for the purpose of simplifying it, the Board of Directors discontinued the Bureau of Admissions and Collections and placed the two departments thereof under the Council of Administration. This body promptly

turned them over to its chairman, instructing the two superintendents to report to him and receive their instructions from him.

A debt of gratitude is due to the members of the Bureau of Admissions and Collections for their labors in this field. Each member was charged with other important duties which engrossed all his time during business hours. The evening was chosen as the only available time for the meetings of the bureau, and the work often extended late into the night. The chairman, Mr. Butler, and the auditor, Mr. Ackerman, were frequently called upon for important and exacting duties as special committees of the bureau, and the thanks of the company are certainly due them in this as in many other instances for the work they performed and the results they achieved.

CHAPTER XI.

LAST MONTHS OF CONSTRUCTION, INSTALLATION, AND ORGANIZATION.

WHEN the Council of Administration entered upon its duties on August 19, 1892, Jackson Park presented a most interesting spectacle.

It was teeming with activity. Nearly 10,000 men were employed. All of the buildings, except Festival Hall, the Anthropological Building, and the additional Service Building (Accounting Building), were under contract. The roof of the building for Manufactures and Liberal Arts was about half completed; the Mines Building was finished, and several others were practically so, lacking only some part of the decorative staff and other minor details. Machinery Hall was the only building in a backward state, but this was so far behind as to cause some anxiety. Its skeleton of triple arches was bare and roofless, and the rest of its framework was being assembled. The Construction Department was especially active in pushing this work.

The grounds were covered with a network of tracks. From the great switching yards in the southwest corner they spread to each of the great buildings and ran into many of them. Over these tracks construction material was everywhere moving, and by them exhibits could be transferred quickly from the yards to the buildings for which they were intended, and placed upon or adjacent to their several points of installation.

Scaffolding enveloped the more important buildings,

and great masses of sculptured groups were swinging in the air on their way to adorn the Administration, Agricultural, and other buildings. The grounds were everywhere encumbered with heaps of timber, staff, earth, road material, debris; but even the debris told a story of activity, for it changed daily and hourly. Parts of the grounds were cleared again and again, every effort being made to keep them free from incumbrance and to facilitate the final clearing up.

The landscape was assuming something of its promised beauty. In regions where the architect and the contractor had finished their labors grass was springing up, and carpets of turf covered dreary wastes of yellow sand. The Wooded Island, surrounded by lagoons, whose only building was the graceful and picturesque Ho-o-den, or Phenix Temple, of the Japanese, had given the landscape artists their coveted opportunity. Again and again had attempts been made to secure space on this island for purposes foreign to its design. The utmost vigilance had been required to preserve this feature of the landscape, for with the growth of Exposition plans space was lacking for worthy projects which at times seemed essential to the completeness of the Exposition. When any officer was baffled in his attempt to locate his favorite project elsewhere, he usually concluded his search at the Wooded Island and made a desperate attempt to secure space thereon. Among those was the Bureau of Public Comfort, which, neglected and discouraged in many quarters, thought to increase its efficiency by providing for the weary a place of rest on the island, but found itself compelled to yield to the artistic necessities of the case.

The Electrical Department was struggling with the task of installing a plant and stringing wires for 4,710 arc lights and 93,040 incandescent lights of sixteen candle power.

The wires were carried in subways or conduits, in some cases large enough for a man to walk in.

The Mechanical Department was installing seventy-seven engines, aggregating 29,830 horse power, and a battery of fifty-two boilers to supply steam therefor. All of these engines, together with the great Worthington pumps to supply water for the fountains of the Grand Court and for the fire service, were furnished for the use of the Exposition as exhibits, free of cost under certain conditions. The boilers also were supplied as exhibits, but a charge of \$1 per horse power was made for their use. Contracts for the use of boilers, engines, and machinery were being prepared and executed, and parts of the plant were in process of construction in various places, but little had yet arrived.

The Water and Sewerage Department was pushing forward its plans for providing an adequate water supply, and for effectually disposing of the sewage of the park when it should admit daily a concourse of 300,000 people or even more. These matters have been described in Chapter III.

The various lines of activity in progress at this time at the park are mentioned for the purpose of according to the Committee on Grounds and Buildings, and to the Construction Department which it organized, something of that credit due them as the originators of the general plans which the council was then called upon to administer and bring to completion. The details are presented in the reports of the director of works and of his chiefs. These reports have been prepared at great expense, and are filed with the records of your company for reference in the future, should occasion arise for a detailed investigation into the operations which were conducted.

The complicated details of the dedicatory ceremonies

engrossed much of the time of the Council of Administration, and the work of construction claimed constant attention. The volume of the council's business grew in a few days to be enormous. It suddenly found itself the arbiter of an endless array of disagreements and disputes over construction work, such as might be expected in an enterprise of this magnitude; disagreements between officers, disagreements over contracts, over payments, over the installation of machinery, boilers and appliances, etc.

There was no budget of estimates worthy the name, the one drawn up in February, 1891, having been entirely outgrown, as shown in Chapter IV. The council had no power to spend money except as appropriated by the Board of Directors, and it was manifestly impossible to await action from the Executive Committee for the authorization of new expenditures required from day to day. The council sought to remedy this difficulty by procuring a new and complete budget of estimates, to be duly approved by the Board of Directors, with authority to make expenditures up to the amounts estimated. As has been shown, these budgets proved defective, and from time to time other estimates were substituted, each showing a large increase over the last.

The Administration Building was partly completed. Heating apparatus was provided for a portion of it, and arrangements were made for warming parts of some of the exhibit buildings to accommodate the offices of the chiefs of the several exhibit departments. Some of the chiefs moved to the park early in the fall. In November the director-general took up his quarters in Pavilion B, the northwest pavilion of the Administration Building.

The council opened offices in the Service Building, but continued to have offices also in the Rand-McNally Building in the city, meeting during the winter at either place

as the necessities of the work required. In March, 1893, it ceased to meet in the city, and in April it moved to its permanent quarters on the first floor of Pavilion B of the Administration Building.

Two buildings which had been regarded as necessary had not yet been contracted for because of doubt as to the financial ability of the company to complete its work. These were the Festival Hall and the Anthropological Building. The Exposition was, however, pledged to the erection of the Festival Hall, to provide facilities for the large choral concerts and musical festivals that were being arranged for by the Bureau of Music. Plans for this building were made by F. M. Whitehouse, and a site was assigned to it on the west side of the park, facing the Wooded Island, between the Transportation Exhibits Building and the Horticultural Building. It was built at a cost of \$89,581.21, and was capable of seating 5,200 people. This building was of a sufficiently high grade of architecture to be in harmony with the best portions of the Exposition, and for economy of construction, combined with architectural effect and adaptability to its purpose, was one of the most satisfactory buildings which the company constructed.

The Anthropological Building was the outgrowth of a movement for the enlargement of the space for educational exhibits. From the outset the management had been troubled by the complaint of lack of space in its largest building, that for Manufactures and Liberal Arts. This was due to the fact that the main exhibits of most of the foreign nations were concentrated in this building, immense spaces being assigned to these nations, leaving available a comparatively small space for the exhibits of the manufactures of this country and for the departments of the Liberal Arts and of Ethnology, both of which

were here to be installed. In this arrangement the Liberal Arts received a small space in the south end of the building, with space in the galleries. The Department of Ethnology had also been assigned to the galleries. Then the larger foreign nations which had received assignments in the central part of the ground floor demanded the gallery space immediately above, and these demands were acceded to in the interest of adequate representation from those countries. Then came an organized protest from the press and from many educational associations and assemblies throughout the country, objecting to the small amount of space allowed for educational exhibits, and demanding a separate building. The sympathies of the Board of Directors were entirely with this movement, but there were two grave obstacles, the lack of funds and the difficulty of finding a suitable, prominent, and adequate location for an Educational Building. The only spot available was in the southeastern part of the grounds, behind the Agricultural Building, from which it was separated by the south pond, and for a building on this site the Board of Directors decided that it could safely appropriate \$100,000. Then the decision was made to install in this building the archæological and ethnological material of the Exposition, with the bureaus of Hygiene and of Charities and Correction and the Liberal Arts. This left to the educational exhibit and other groups of the Department of the Liberal Arts a space at the south end of the Manufactures Building and the principal part of its galleries. Thus the educational exhibit finally secured space bordering in the Court of Honor, perhaps the most favorable position in the park. The Anthropological Building was a plain and unpretentious structure, the chief requirement being that it should contain the amount of space necessary for the adequate display of the material col-

lected, and the council succeeded in having this building constructed at a cost greatly within the appropriation, the amount expended being \$87,612.02. Within was installed the ethnological material which the chief of the department had collected from every part of the American Continent, at a cost to your company of over \$100,000, together with similar material loaned for the occasion by various institutions of this and other countries, the whole forming one of the most interesting and memorable exhibits of the Exposition. The material collected at the expense of your company was finally deposited in the Field Columbian Museum. These two buildings were not contracted for until the fall, and construction was not begun until winter had set in and snow was on the ground. They were, in consequence, seriously delayed, neither of them being ready for use until some time after the first of May.

After the dedication had occurred, the final goal, May 1, 1893, was in sight, and every nerve was strained in the effort to reach it in satisfactory condition. The work to be done was enormous. Doubts as to the possibility of completing the Exposition were freely expressed, not only by those outside of the organization and coming in contact with its work only as spectators and critics, but by many of those identified with the management. The great organized army, charged with the duty of completing the Exposition, was sustained by faith and the indomitable energy of the officers of the several departments. The director of works seemed omnipresent. No hour was too early, no weather too severe for him to be abroad, inspecting and directing the progress of the work and urging on his lieutenants. It was his custom to drive through the grounds in an open vehicle at daybreak or earlier, accompanied by his secretary, Montgomery B. Pickett, and a stenographer, and occasionally by one or more of his officers, making notes and informing himself as

to the condition of the work in every part of the grounds. When the enormous space to be covered is considered, the labor and exertion of this feat can be appreciated. The wonderful physical strength of the director of works enabled him to perform this exertion without apparent effort or detriment to his health. At 7 or half-past 7 o'clock his officers held a "bureau meeting," usually presided over by the assistant director of works, Ernest R. Graham, at which the director of works generally assisted. Officers were enabled to secure information, prefer complaints, and make requests, and minutes were kept of the proceedings. It was possible at these meetings for the director of works to urge on portions of the work which were behindhand, calling to account any one who appeared to be delinquent, and settling every complaint by prompt and vigorous measures. It can easily be seen that by these morning inspections and bureau meetings a vast amount of actual work could be planned ready for execution while the people of Chicago were arising from bed and preparing for breakfast. It is no wonder that the efficiency of the department was so great as to render easy of accomplishment things which would ordinarily be thought impossible within the time allotted.

Indeed, the situation looked serious, even to those who appreciated the energy and the excellence of the organization. The dedication, with its beautiful weather and its many triumphs, revealed a glimpse of the park as it was expected to appear later. The day seemed to prefigure the ultimate success and to indicate that it was within easy reach. Nothing could have been farther from the truth. Winter set in with unusual severity and manifold difficulties appeared. Thousands of cars, containing hundreds of thousands of packages of exhibits of every size and weight, were expected to come into the park within

the next few months, to be handled and installed by May 1st. Few of them were arriving, and a traffic congestion later seemed unavoidable. But the alarming feature was not the delay in the arrival of exhibits so much as the fact, now too evident, that the buildings were in no condition to receive them. A snowfall succeeded by a thaw revealed acres of leaky roofs, insuring the irreparable damage of exhibits placed beneath them. The most serious case was at the building for Manufactures and Liberal Arts, both on account of the vast number of exhibits which it would contain and the great difficulty of working upon this roof during cold and stormy weather. During the winter and early spring an effort was made to have this roof put in proper condition by the contractor who had undertaken its construction. Finally the work was taken in hand by the Construction Department, which put hundreds of roofers upon the building, and for the second or third time the roof was repaired. Ultimately it became fairly satisfactory. At one time the building was damaged by avalanches of snow, which slid from the great curved central roof and fell into the valley between the central hall and the lateral roofs. The falling masses of snow and ice destroyed the lower roof and in some instances both the gallery floor and ground floor beneath.

This was but one of the discouragements. The power plant, which was expected to start on the first of May, when the button should be pressed by the President of the Nation, was alarmingly delayed. The boilers were arriving and being put in place, but the engines and machinery came very slowly. Further than this, in the Machinery Hall, where the power plant was to be installed, the condition of the roof was little better than that of the Manufactures Building, and it was doubtful, if engines should be installed, whether they could be preserved from

serious damage. The leaky roofs, though apparently an evil without a remedy, in time ceased to give annoyance. The mechanical engineer sent an assistant, John Colley, to visit all the shops where parts of the power plant were being made, to report progress and to urge manufacturers to greater haste. He found the work much delayed. Late in the winter the situation was further complicated by the resignation of the mechanical and electrical engineer, under discouragement at the difficulties surrounding him. Charles F. Foster, who succeeded as mechanical engineer, inspired confidence and hope among his subordinates, and labored day and night to bring the work, if not to a completed state, at least to such a condition as would reflect no discredit upon the management when the gates should be thrown open to the public. This he accomplished, but only with heavy outlays of money and by heroic work on the part of himself and his assistants, directing the labors of a large body of men. The entire expenditure charged to "Power Plant," "Mechanical Engineering," and "Mechanical Implements and Tools," on account of construction, was over \$750,000, and it must be remembered that the Exposition purchased no engines nor boilers for its power plant, and that many other portions of its machinery and appliances were exhibits, loaned to the company at little or no expense. Vast outlays were incurred for pipe, fittings, etc., not included in the budget, and for which no estimates had been made. The mechanical engineer found no time for making estimates, and could not count cost until his work of construction was closed. As the result of his exertion, the power plant was in fair condition on May 1st. The great 2,000 horse power engine, furnished by E. P. Allis & Co. of Milwaukee, Wis., moved for the first time a few days before the opening. This engine was connected by wire with the

key upon the grand stand in front of the Administration Building, and was actually started by the pressure of the key by President Cleveland.

Owing to delays which had occurred in some departments, in the allotment of space, and the inevitable dissatisfaction of some exhibitors with the space allotted to them, withdrawals of applications for space became frequent, and much alarm was felt over the loss of exhibits for various causes. Some of these losses were irreparable and were greatly deplored by the management, but in most cases their importance was exaggerated, particularly by the newspapers of the several localities in which the resigning applicants were engaged in business. Indeed, the temper of the press was such as to cause many misgivings, especially as the management was naturally sensitive to criticism, and because only the unfavorable criticisms came to its attention. Doubtless much was said in the way of praise and encouragement, but of this the management seldom heard. Only the exaggerated reports and false statements came to its ears.

The erroneous statements so widely circulated seemed sufficiently general to justify the fear that the Exposition was being put in an unfavorable light before the world, to the detriment of the expected patronage. The condition of the roofs was widely published, and made much worse than was the fact. The incomplete condition of the grounds and buildings was noised abroad, coupled with the assertion that the Exposition would not be ready in time, an assertion very easy to make and very hard to disprove. Criticisms as to the general plan and the details of the Exposition; statements that great discomfort would be experienced in viewing it; that the grounds were full of side shows and special attractions, to which admission fees would be charged, each being part of a general plan to

defraud the public; that restaurant prices would be extortionate; that hotels and boarding houses in Chicago, and in fact all lines of trade, were waiting for a chance to practice extortion upon visitors; these were the chief items of news in regard to the Exposition which came to the attention of the management, and which it was bound to counteract and disprove by every means in its power.

The following address to the public was issued for the purpose of meeting some of the criticisms referred to above :

WORLD'S COLUMBIAN EXPOSITION,
CHICAGO, March 25, 1893.

To the Public :

Because of many misrepresentations and misstatements relative to Exposition management and affairs being in circulation through the press and otherwise, both in this country and abroad, and in reply to many letters of inquiry or complaint touching the same matters, it seems advisable that some official statement regarding them should be made to the public. Therefore I respectfully ask that the widest publicity be given to the following facts:

1. The Exposition will be opened in readiness for visitors May 1st.
2. An abundance of drinking water, the best supplied in any great city in the world, will be provided free to all. The report that a charge will be made for drinking water probably arose from the fact that Hygeia water can also be had by those who may desire it at 1 cent a glass.
3. Ample provisions for seating will be made without charge,
4. About 1,500 toilet rooms and closets will be located at convenient points in the buildings about the grounds, and they will be absolutely free to the public. This is as large a number in proportion to the estimated attendance as has ever been provided in any Exposition. In addition to these there will also be an equal number of lavatories and toilet rooms of a costly and handsome character, as exhibits, for the use of which a charge of 5 cents will be made.
5. The admission fee of 50 cents will entitle the visitor to see and enter all the Exposition buildings, inspect the exhibits and, in short, to see everything within the Exposition grounds except the Eskimo Village and the reproduction of the Cliff Dwelling. For these, as well as for the special attractions of Midway Plaisance, a small fee will be charged.
6. Imposition or extortion of any description will not be tolerated.
7. Free medical and emergency hospital services are provided on the grounds by the Exposition management.

8. The Bureau of Public Comfort will provide commodious free waiting rooms, including spacious ladies' parlors and toilet rooms, in various parts of the grounds.

H. N. HIGINBOTHAM, *President*.

As the spring opened a thin stream of exhibits began to flow into the park, by wagon loads from the city, and by car loads from the various railroads. In March the stream swelled to considerable proportions, and in April it became a torrent and almost caused a blockade. The Department of Transportation was charged with the handling of exhibits from railroad cars to points of installation. The cars were received in the great switching yards prepared by the Exposition in the southwest corner of the park. At this point they were taken charge of by the Department of Transportation and shifted to points convenient for unloading, the entire matter of their reception, shifting, and unloading being subject to rules and regulations provided for the guidance of this department and the various departments under the director-general. Cars were taken into the grounds and shifted to points adjacent to, and in some cases within, the buildings, where they were unloaded by hand or by means of traveling steam cranes. An electric transfer table was used in the Building of Transportation Exhibits, and in Machinery Hall three electric cranes which traveled overhead the entire length of the building. In these buildings the exhibits installed were of the heaviest character.

The rules required that freight charges upon exhibits be prepaid from points of shipment, plus an additional charge of 6 cents per hundredweight to cover the cost of receiving, shifting, and unloading at the Exposition grounds. Whenever a shipment came through to Jackson Park with charges due upon it, the joint agent, who represented all the railroads doing business at the park, collected the proper charges, making return to the railroads inter-

ested and to your company. As the spring advanced, it was found that the macadam roads which were just being completed were liable to be cut up and destroyed by the heavy teaming, as they were suitable only for pedestrians and light traffic. Therefore a rule was adopted prohibiting the admission of vehicles not equipped with broad tires, a three-inch tire being required for a one-horse vehicle, and a four-inch tire for vehicles drawn by two or more horses.

The rules of the Exposition, which were printed upon the blank forms used by exhibitors in making application for space, required that all exhibits be delivered at Jackson Park by April 15, 1893. The rule became ineffective because of the natural tendency to delays in the shipment of exhibits, the unfavorable weather experienced at the time, and the delays in the completion of the Exposition grounds and buildings.

The movements of exhibits into the park was as follows:

	Car Loads.	Packages.	Tons, Net.
By railroad	7,900	332,467	60,509
By wagon.....	66,292	12,192
Totals.....	7,900	398,759	72,701

Of the many exhibits brought into the park by teams other than those belonging to the Exposition, no account was kept, and therefore the total volume of exhibits handled is considerably above these figures. The work of handling exhibits was extremely arduous. The movement was delayed until the last moment, and then the exhibits came so rapidly as to tax the energies of the department to the utmost to prevent congestion of traffic.

Mr. Holcomb, the general manager of transportation, is of the opinion that it is not possible to handle the exhibits of a great exposition and deliver them to exhibitors at

points of installation, at the rate of 6 cents a hundred-weight, without loss. The task requires a large organization, of a temporary character, working rapidly, and without opportunity to acquire experience in expeditious and economical methods. The exhibits are of a miscellaneous character, presenting every possible phase of difficulty in handling, and the necessity for the utmost dispatch is such as to leave no opportunity for the study of details with a view to avoiding waste and loss of energy. (See report of general manager of transportation, attached to report of the director of works at Field Columbian Museum.)

Another duty assigned to the Department of Transportation was the care of empty packing cases, which were received from exhibitors, removed to warehouses provided for that purpose at the south end of the grounds, and restored to exhibitors at the close of the Exposition. A charge of $4\frac{1}{2}$ cents per cubic foot was made for this service, which charge, it was found, did not quite cover the cost of warehouses and the expense of handling. One million seven hundred and seventy-six thousand and sixty-four cubic feet of packing cases were stored for exhibitors during the Exposition, representing 59,376 cases, only 4,259 of which were unclaimed. Storage charges were not collected promptly, for a variety of causes, among them misunderstandings between the exhibitors and the management during the early part of the Exposition. At the close some congestion occurred, as each exhibitor wished to pay up and secure his cases first.

THE CUSTOM HOUSE.

The Exposition received exhibits from sixty foreign nations, States, and colonies. These exhibits consisted of 162,629 packages, valued in the statements of the exhibitors at \$14,797,693, and required about 8,000 cars to transport them.

The collector of customs, John M. Clark, estimates that about 25 per cent of these exhibits remained in the United States and that the rest were returned to the countries from which they came.

From the figures just given, the reader can form some idea of the magnitude of the transactions caused by the Exposition in the office of the collector of customs. The Act of Congress authorizing the Exposition provided that all articles imported from foreign countries for the sole purpose of exhibition would be admitted free of duty, customs fees, or charges, under such regulations as might be prescribed by the Secretary of the Treasury ; that such goods, entered for exhibition, might be sold for delivery at the close of the Exposition, subject to regulations to be prescribed by the Secretary of the Treasury for the collection of duties thereon. Under this provision of the Act of Congress and the regulations of the Treasury Department, the Exposition grounds and buildings became, in effect, a bonded warehouse under the supervision and control of the United States Treasury. The labor and responsibility thrown upon Collector Clark, to carry into effect the purposes of the Act, and, at the same time, avoid unnecessary interference with the work of the Exposition and of its exhibitors, was indeed very great.

A branch office was opened at Jackson Park and the customs business of the Exposition was kept entirely separate and distinct from the regular business of the port. Foreign exhibitors were not required to furnish the sworn consular invoices required of other importers. Instead of this they prepared, in duplicate, a statement in the form of an invoice, showing the marks and number of packages, description of contents, and declaration of quantity and market value. This statement, when signed by an exhibitor, required no further verification. One copy of it was

transmitted by mail to the collector of customs at Chicago. Goods imported for exhibition were sent direct to Chicago. On arrival, no entry was required and no bond was exacted from the exhibitor. As soon as the goods were accepted by the director-general, as exhibits, they were transferred directly from the car in which they came to the space assigned them. The boxes were opened in the presence of a customs officer, who identified the contents, with the invoice and memoranda for his guidance in the future supervision of the exhibit. As nearly all this great quantity of material arrived during the few weeks preceding May 1, 1893, it will easily be perceived that great skill, tact, and administrative ability were necessary to prevent confusion and insure the prompt and satisfactory handling of the details of the work from the standpoint of the Government and of the foreign exhibitor. The demands upon the collector's office were even greater when the close of the Exposition arrived and goods were being removed from the grounds, either to be reëxported or regularly entered for consumption in this country. Many exhibitors were in a great hurry to clear their goods and take them from the grounds and were impatient of any delay. To handle their matters quickly, and at the same time comply with necessary formalities, required all the energy and skill of Collector Clark, the deputy collector in charge, A. W. Hall, and the numerous officers and employes. Forty thousand two hundred and twenty-eight packages, valued at \$12,154,550, were reëxported; 9,829 packages, valued at \$1,552,230, were acquired by various universities, colleges, schools, museums, etc.; 5,488 packages, valued at \$68,015, were distributed free as samples and as matter of international courtesy; 1,939 packages, valued at \$58,290, were destroyed or consumed in process of exhibition. The goods entered for consumption, which remained in this country,

were valued at \$2,566,852, upon which a total net duty of \$717,320.34 was collected. The total net receipts of the Exposition customs office amounted to \$836,786.85. The expenditures were \$234,684.54. The excess of receipts over expenditures was \$602,152.31. The force employed by the collector of customs was recruited under the United States civil service rules, the new employes being sent, temporarily, to the main office in the city of Chicago, so as to enable the collector to send to the Exposition customs office men already trained to the work.

The collector of customs suggests that the work of receiving and removing exhibits would have been facilitated and the comfort and convenience of exhibitors increased, if the Exposition company had organized a competent force of clerks to assist exhibitors in this work. A force of ten special agents was detailed by the Treasury Department for work in connection with the Exposition office, and rendered valuable service in securing the enforcement of the rules and regulations and detecting attempts at their violation. Some seizures and arrests were made in consequence of violations of the rules, and this had the effect of discouraging attempts in that direction.

For some time previous to the opening of the Exposition, cholera had been raging on the continent of Europe, and much uneasiness was felt lest it should appear in this country. Some fear was expressed that it might be introduced by reason of the holding of the Exposition. The collector, therefore, arranged with Dr. John B. Hamilton of the United States Revenue Marine Hospital Service, to have packages in which there might be a suspicion of danger, thoroughly inspected by a surgeon from the hospital. As a precaution, the wrappings of packages were destroyed in some cases, when, in the opinion of the surgeon, this was desirable. This inspection was carefully

maintained during the entire time when exhibits were being received.

The administration of customs at the World's Columbian Exposition was the subject of a carefully prepared report to the Secretary of the Treasury, by Collector John M. Clark. This report, which gives full statistical information, was ordered printed by the House of Representatives. (Ex. Doc. No. 165, Fifty-third Congress, Second Session.)

The spring was even more trying than the winter, cold and stormy, with severe snows and much rain. Late in April a heavy storm occurred, which blew down staff work in various parts of the grounds, and at one time the report spread that the Peristyle had been destroyed. This storm was accompanied by a heavy rain. The Manufactures Building was flooded in several places, and several hundred guards were kept busy during the night covering exhibits with tarpaulins, shifting boxes, and preventing damage where possible. It was not easy to find good workmen who would venture upon the roof of Manufactures Building, and who could work to advantage during the weather experienced in April, but by May 1st the roofs were in much better condition.

During the winter it became evident that the Service Building was not large enough for its purposes. This was a building 306 feet long by 164 feet wide, two stories in height, with a central court, and contained quarters for the Medical Department, the Emergency Hospital, headquarters and barracks for a portion of the guard, the general offices of the Department of Works, sleeping rooms for its principal officers, who were constantly upon the grounds, and a small mess room for these officers, and also for the nurses detailed for duty in connection with the Emergency Hospital.

Accommodations were needed for the departments of

Collections and Admissions and for the offices of the auditor and treasurer, each of whom required a large amount of office room to accommodate their forces. The auditor's office had been for some time located in the Service Building. The treasurer was still at the Rand-McNally Building, and the departments of Admissions and Collections were not fully organized. Plans were hastily made for an office building 234 feet long from north to south by 70 feet wide, two stories in height, and containing brick vaults in the center. It was located just north of the Service Building and west of the Horticultural Building. The offices of the auditor and treasurer and of the Department of Collections were upon the first floor, and the Department of Admissions upon the second floor; space was set apart upon the second floor for sleeping accommodations for a part of the force of these four departments, who would frequently be required to work late into the night. The Department of Works made its record for rapid work upon this building. It was known as the Accounting Building, and was constructed in about five weeks, at a cost of \$36,199.51.

The Exposition property was never properly covered by insurance. The risks were considered extra hazardous and companies were unwilling to write policies. Sufficient consideration was not given to the extraordinary precautions taken to prevent fires and to the facilities provided for quenching any which did occur. As a matter of fact, while small fires were frequent in the park, and several large fires occurred just outside the inclosure, there was never any serious damage by fire to any of the company's property within Jackson Park. Only one bad fire occurred during the Exposition season, that which destroyed the Cold Storage warehouse. This building was erected under a concession contract and was not the property of your company.

During the construction period insurance was written through a committee of insurance agents who endeavored to distribute the risk among the companies doing business in Chicago, or who could be induced to write. While exhibits were arriving the companies began to cancel policies upon buildings and write up to their maxima upon exhibits, leaving the Exposition company unprotected. Thus the amount of insurance upon buildings was constantly shrinking, until your president, in whose discretion the matter had been left, finding that a considerable amount was being expended for premiums without adequate or even partial protection to the company, canceled all remaining insurance. The management thereafter intensified its effort to protect its property from fire so thoroughly as to render loss from this source a practical impossibility. A brief description of the Fire Department will be found in Chapter XII, but for a full account reference must be had to the report of its chief, which is attached to the report of the director of works.

For the works of art loaned to the Exposition, forming the loan collection of the American section in the Art Building, the owners required insurance to protect them against loss, and the Exposition was in no position to meet their demands. Companies wrote insurance as a favor on exhibits belonging to their regular customers, but the Exposition could not secure satisfactory insurance upon material or buildings. The Art Building was constructed chiefly of brick and steel, with exterior covering of staff, and was practically fireproof. The estimated value put upon the loan collection of works of art aggregated about \$3,000,000; the value in most cases being fixed at the amount paid for the work itself by the owner, without allowance for any possible appreciation which might have occurred after the purchase. Finally, the Board of Directors authorized the execution of

contracts, in the nature of insurance policies, whereby the Exposition became responsible for these exhibits as an insurer, the value of the various works being fixed before their shipment and contracts being delivered to the owners thereof. The profits which the Exposition expected to realize over and above its bonded and floating debt and operating expenses were estimated at enough to meet any possible losses by injury to exhibits in the loan collection. As a matter of fact, the surplus over and above fixed charges and operating expenses did not prove large enough to have more than half paid the values named in these guarantees had a total loss occurred, for the financial panic which started just as the Exposition opened had the effect of diminishing the company's receipts, while the expenditures proved to be much greater than was indicated even by the estimates of March, 1893. Fortunately no loss occurred, and no damage beyond one or two trifling matters, easily repaired at an expense of a few hundred dollars. This fortunate result must be attributed to the watchful care of the chief of the Department of Fine Arts, Halsey C. Ives, and of his assistants, and the vigilance of the guard and fire departments, both of which were strictly and repeatedly enjoined to use the greatest diligence and every precaution that could be devised for protecting the precious contents of the Art Building. In two cases the owners declined to accept the Exposition's guarantees. Rather than suffer any impairment of the collection, of which great things were expected, your president offered his own personal guarantee to be used by the chief of the department to cover these and any similar cases which might arise. Mr. Ives refused to use this guarantee, preferring to try to persuade owners of works of art to moderate their demands or else to decline the pictures.

Last of all the great barriers which had to be overcome in the progress toward the opening of the Exposition

was a strike, which occurred less than thirty days before the first of May. At this time at least 10,000 men were constantly employed in Jackson Park, a majority of them being members of labor organizations more or less closely affiliated. More than two years before, the company had been confronted with a demand that it employ none but union men, that it agree to arbitrate all disputes with the workmen, that it fix a minimum rate of wages, and that it agree that eight hours should constitute a day's work. The company had declined to fix a minimum rate of wages or to employ none but union men. It had entered into an agreement with the officers of the Building Trades Council that eight hours should constitute a day's work, and that all differences should be settled by arbitration. The officers of the trades council at the same time agreed that their trades unions would not engage in strikes, but should submit to awards given after fair arbitration. All work in excess of eight hours a day was to be paid for at the rate of "time and a half" on working days and "double time" on Sundays. Pursuant to this agreement the chief of construction had made every effort to enforce the eight-hour agreement.

He had been specifically instructed on this point by the Board of Directors. The eight-hour rule had prevailed in all work conducted directly by the Construction Department, and was made a part of every contract entered into, but your company could not in all cases compel contractors to adhere to the agreement. Indeed, under the laws of the State, eight hours constitute a day's work, and where the law could not be made effective, naturally little could be hoped for from any contract which this company might enter into in its haste to complete the great work. No fault could justly be found with your company, nor could the sincerity of its efforts to carry out this agreement be

fairly questioned. On the other hand, the agreement not to strike without notice, and to submit disputes to arbitration, was often violated by the unions, and finally, in April, 1893, a formal demand was made upon the Exposition by the Carpenters and Builders Association and the United Carpenters Council to subscribe to an agreement which had been entered into between these two bodies, the principal provisions of which were :

First. That said unions might call out all of their members "in case of a sympathetic strike of other trades on any job where it will be necessary for the parties to this agreement to take part, to protect the union principles herein laid down."

Second. That a joint committee composed of five members of each of the said two bodies (the Builders Association and the Carpenters Council) should have power to "establish a minimum rate of wages, and adjust all questions of interest to the respective associations."

In addition to the above, the agreement named 40 cents per hour as a minimum rate of wages until altered by the joint committee above referred to, overtime to be at the rate of time and a half. It prohibited overtime work unless life or property were in danger, and prohibited members of the Carpenters and Builders Association from hiring other than union carpenters, and members of the United Carpenters Council from working for any one not a member of the Carpenters and Builders Association.

This agreement was, in form, a contract between these two unions, the one composed of working carpenters and the other of employing carpenters, builders, or "bosses." The chief significance of the agreement lay in the attempt to have the same indorsed and subscribed to by the officers of the Exposition company, which would have resulted in the fixing of a minimum scale of wages, prohibiting the

employment of non-union men, and instead of an arbitration of both the principals in interest, would have bound the Exposition to any award which the joint committee of these two affiliated orders might determine upon.

The minimum rate named was not a matter of much practical interest, as at the time the demand for skilled labor was very great and higher wages was the rule. In view, however, of the agreement of two years before and of the principle involved, the Council of Administration felt bound to refuse acquiescence in this or the other demands implied in the new agreement. These demands had doubtless been made without the concurrence or the desire of the great body of intelligent workmen who made up the unions. It must have been the thought of leading officers of the unions that with a great amount of work still to be accomplished upon the Exposition grounds, no demand at this time was too great to be made with safety, and that the Council of Administration could be forced to yield in order that it might fulfill its task with credit.

It does not seem to have been thought possible that the management would refuse to acquiesce in the demands, and take the alternative of allowing the date for the opening of the Exposition to approach with the grounds in an incomplete condition, but this the Council of Administration decided to do. It was learned on Sunday, April 9th, that the strike would be inaugurated on the following morning, and members of the council were urged to call in some one who had been prominent in resisting previous strikes to take charge of this one, with the powers of a dictator. The council, however, after considering the situation thoroughly, decided that with firm and cautious action it would be able to cope with the threatening disaster. Monday morning came. Instead of

thousands of busy hands there was silence and gathering crowds of idle men, with the consequent danger of violence, particularly to non-union men who might be found at work. Early in the morning the representatives of the striking trades unions entered into a conference with the Council of Administration, and this conference lasted without interruption until 10 o'clock in the evening, the council steadily refusing to subscribe to the agreement presented to it by the unions or to concede the demand for the exclusion of non-union labor. Appeals were made to the better judgment and to the sense of justice of the representatives of the unions. These appeals were reinforced by every possible argument, and the entire situation was gone into to its minutest details. The representatives of the unions were informed that the council would immediately publish to the world a statement of the circumstances under which it had acted and would allow the Exposition to be opened in its unfinished state, and that, therefore, the unions must prepare to have their acts submitted to the closest scrutiny of public opinion. The council urged that the conference then in progress must continue until a final decision was reached, either that the men might go to work as usual on Tuesday morning or, on the other hand, that the Exposition must be opened in an incomplete state, leaving the public to fix the blame therefor. This proposition the labor leaders did not relish, knowing, as they did, that the Exposition was as dear to the laboring men of Chicago, union or otherwise, as it was to any other portion of the community. The injustice of the demands upon the council would certainly have brought protests from the members of the labor organizations, and the leaders would have found their support growing weaker within a few days. None of the council and few of the labor leaders left the room where this conference was held

from 10 o'clock in the morning until 10 o'clock at night, and they scarcely partook of food.

Finally the labor leaders withdrew their demands. The council promised them that union labor should be entitled to equal consideration with non-union labor; that workmen who had struck would be received back without prejudice; and that the Exposition would pay to every artisan employed by it "at least the minimum rate of wages prescribed for the trade in which he is employed." Passes were to be issued to representatives of the trades to enable them to enter the grounds and confer with the workmen of their respective trades at all times, provided such conferences should not materially interfere with work. This agreement was made with a clear understanding that it was a full settlement of the whole matter in controversy, and that the striking men would return to work at once.

Thus a most threatening and serious strike was averted. Had it continued, the firm resolve of the Council of Administration would have been carried into effect and the Exposition would have been opened in a far less satisfactory condition than was actually the case.

I have now briefly sketched the principal operations of your company to May 1, 1893. The sketch has necessarily been fragmentary in many particulars and especially as to the operations of the Construction Department and the Department of Works, many branches of which have been dismissed with a few words, while others have not been mentioned at all.

The following is a list of the chief officers in the Department of Works whose reports will be found attached to that of the Department of Works in the Field Columbian Museum:

- J. W. Alvord, engineer of surveys and grades.
- R. Ulrich, superintendent of landscape work.

Edward C. Shankland, chief engineer.
W. S. MacHarg, engineer of water supply, sewerage, and fire protection.
W. H. Holcomb, general manager of transportation.
W. D. Richardson, superintendent of buildings.
F. D. Millet, director of decoration, functions, and ceremonies.
• Charles F. Foster, mechanical engineer.
Richard H. Pierce, electrical engineer.
Col. Edmund Rice, U. S. A., commandant Columbian Guard.
*D. J. Swenie, Fire Department.
Dr. John E. Owens, medical director.
Frank J. Mulcahy, purchasing agent.
†Charles H. Baldwin, attorney.
‡Charles V. Barrington, chief accountant.

During the last two days of April, Saturday and Sunday, the grounds were cleaned up as far as possible. Exhibits in the various buildings were displayed to the best advantage. Exhibits still in packing cases were hidden, and with much skill and dexterity a beautiful effect was produced in many buildings. Last of all, in the few hours before the dawn of May 1st, the freight cars, full and empty, were drawn back into the yards, enabling one to obtain an uninterrupted view in all directions through the park and among the buildings. With the aid of hundreds of teams and thousands of hands, the grounds at dawn on the 1st of May were made to present a fairly complete holiday appearance, in spite of the heavy rains.

The following is a summary of the areas of the grounds and buildings. It gives some idea of the extent of the scene as it appeared upon the opening day:

*Mr. Swenie, as chief of the City Fire Department, had charge of the Fire Department of the Exposition. Marshal Edward J. Murphy was immediately in charge within the park until October 1, 1893, when he was relieved on account of ill health, the result of injuries sustained in the performance of his duties. He was then succeeded by Marshal O'Malley.

†Mr. Baldwin was first an assistant attorney attached to the Construction Department. Subsequently when Solicitor-General Edwin Walker reorganized the Law Department of your company, Mr. Baldwin was designated attorney and had charge of legal matters of the Department of Works.

‡Mr. Barrington became assistant auditor of your company in the fall of 1892, and the office of chief accountant was then merged in that of the auditor.

A GENERAL SUMMARY OF AREA OF GROUNDS.

BUILDINGS.

	Square Feet.	Acres.	Square Feet.	Acres.
<i>Main:</i>				
Administration	51,456	1.18		
Agriculture	589,416	13.53		
Art	261,073	5.99		
Electricity	265,500	6.09		
Fisheries	104,504	2.39		
Government	155,896	3.57		
Horticulture	237,956	5.46		
Machinery	796,686	18.28		
Manufactures	1,345,462	30.88		
Mines	246,181	5.65		
Transportation	704,066	16.16		
Woman's	82,698	1.89		
			4,840,894	111.12
Minor			1,630,514	37.43
State			450,886	10.35
Foreign			135,663	3.11
Concessions (Midway buildings, booths, etc.)			801,238	18.39
Miscellaneous			317,699	7.29
Total			8,176,894	187.69

GROUNDS.

	Square Feet.	Acres.	Square Feet.	Acres.
<i>Lawns and Yards:</i>				
General lawns	4,957,141			
Water lawns	141,859			
Yards	2,141,386			
			7,240,386	166.21
Waterways			2,630,105	60.37
Roads and walks (beach, brick, asphalt, plank, macadam)			11,146,184	255.88
<i>Piers:</i>				
Casino	411,282			
Naval	283,843			
			695,125	15.95
Total			21,711,800	498.41

SUMMARY.

	Square Feet.	Acres.
Buildings	8,176,894	187.69
Lawns	7,240,386	166.21
Water	2,630,105	60.37
Roads	11,146,184	255.88
Piers	695,125	15.95
Total	29,888,694	686.10

(See report of director of works, Vol. I, page 94, Field Columbian Museum.)

Eighteen nations had erected buildings for official headquarters on the grounds, most of them being costly structures, and thirty-seven States of the Union had done likewise. These national and State buildings, grouped around the Art Building or extending along the stately avenues and winding roads in the northern portion of the grounds, presented a highly creditable and dignified appearance.

The following is a list of the foreign and State buildings, with the area which they occupied :

STATE AND FOREIGN BUILDINGS.

STATE.			
	Square Feet.		Square Feet.
Arkansas	5,985	Missouri	5,824
California	59,948	Montana	7,092
Colorado	5,064	Nebraska	7,312
Connecticut	4,512	New Hampshire	5,464
Delaware	4,904	New Jersey	4,360
Florida	9,394	New York	20,416
Idaho	4,090	North Dakota	3,604
Illinois	92,388	Ohio	11,544
Indiana	13,672	Pennsylvania	16,948
Iowa	19,120	Rhode Island	2,872
Joint Territories	4,040	South Dakota	7,068
Kansas	15,176	Texas	6,756
Kentucky	7,740	Utah	4,606
Louisiana	3,800	Vermont	4,608
Maine	4,370	Virginia	7,300
Maryland	7,032	Washington	24,544
Massachusetts	7,064	West Virginia	7,401
Michigan	17,800	Wisconsin	9,088
Minnesota	7,848		
FOREIGN.			
	Square Feet.		Square Feet.
Brazil	13,448	Guatemala	13,016
Canada	5,008	Hayti	9,622
Ceylon	7,217	Japan	8,180
Colombia	2,544	New South Wales	4,864
Costa Rica	6,696	Norway	1,120
East India	4,976	Spain	6,608
France	11,728	Sweden	12,552
Germany	17,288	Turkey	2,592
Great Britain	5,712	Venezuela	3,392
Number of State buildings			37
Number of foreign buildings			18
Total			55

CHAPTER XII.

THE OPENING OF THE EXPOSITION — MAY, JUNE, JULY.

A SEASON of rainy weather preceded the opening of the Exposition, contrasting strongly with that which prevailed six months before at the dedication. A heavy rain fell on the morning of Monday, May 1st, and pools of water were plentiful wherever the roads were not finished or where they had been cut by heavy traffic. The buildings had assumed their final creamy tint, like old ivory, and all the stains left by wintry storms had been effaced. Care had been taken to remove all traces of the heavy work of installation, interrupted only to permit the formal opening of the Exposition. The railroad tracks were withdrawn from the northern and central parts of the grounds. In the Court of Honor only one line remained, running along the south fronts of Mines, Electricity, and Manufactures, and turning north along the east front of the latter building. Other installation tracks remained south of Machinery Hall and Agriculture.

The heavy rainfall ceased at about 7 o'clock in the morning, and although the sky remained overcast and very threatening all day, more than 200,000 people entered the park.

The Illinois Central Railroad Company put its World's Fair express trains in operation for the first time. The cars, plain but useful, were built upon new flat-car bodies, provided with air brakes. The seats were arranged crosswise of the car, and opened at each end directly upon the landing platforms, thus enabling the occupants to step off instantly

when the train came to a stop. Each seat would hold five persons, and no more were admitted. The openings were fitted with canvas curtains for protection against rain or sun. As a train was about to move from the station a station guard at the end of each car turned a lever which caused an iron bar to fall across each opening in the side of the car, thus preventing the passengers from falling out while the cars were moving. Fares were collected at turnstiles as the passengers were admitted to the landing platforms. The facilities which the railroad afforded on this day could easily have accommodated twice the number who sought this mode of transportation.

The opening ceremonies were held in the Grand Plaza at the west end of the Court of Honor. Platforms and seats were arranged along the east face of the Administration Building, and the rest of the square was filled to repletion by the multitude in attendance. At the heads of the hundreds of flagstuffs upon the buildings and along the Court of Honor flags and streamers were so furled that each could be released by a single motion of a hand.

President Cleveland took his position upon the platform soon after 11 o'clock. Near him were Vice-President Stevenson and the members of the Cabinet; the Duke of Veragua, the lineal representative of Christopher Columbus, and the members of his family; the Diplomatic Corps, members of Congress, directors of the Exposition, and members of the World's Columbian Commission and of the Board of Lady Managers, members of the various foreign and State commissions, and the officers and chiefs of departments of the Exposition, with their ladies.

The order of exercises was as follows:

1. Music, Columbian March for orchestra, John K. Paine.
2. Prayer, Rev. W. H. Milburn, Washington, D. C.
3. Poem, "The Prophecy," by W. A. Croffut, Washington, D. C.

4. Music, Orchestral overture to "Rienzi," Wagner.
5. Address by the director-general.
6. Address by the President of the United States.
7. Starting of machinery, during which time the "Hallelujah Chorus," Handel, was performed.
8. Official reception of the President of the United States and the officials of the World's Columbian Commission and of the World's Columbian Exposition by the various foreign commissions, in the building for Manufactures and Liberal Arts.

The services were made doubly impressive by the surroundings. The true importance and grandeur of the Court of Honor were more fully understood and appreciated, not only by the vast concourse of beholders, but by those who had wrought upon the Exposition from its inception and were then gathered about the President of the United States, whose pressure upon the electric key would signalize the fruition of their long and vigorous campaign. The key, with its electric attachment, was in place on the platform at the hand of President Cleveland, and was connected with the 2,000 horse-power engine exhibited by the E. P. Allis Company of Milwaukee, the largest of the seventy-seven engines of the power plant. As the President rose to speak he was received with great enthusiasm, followed by perfect silence as he delivered his address, which was concluded shortly after high noon. The President then pressed the key and the great engine responded automatically; an instant later streams of water sprang high in air from the electric fountains, under the pressure of the Worthington pumps; the Columbian fountain responded, and at the same instant every flag was flung to the breeze. Amid the enthusiastic cheers of the vast multitude, the shrill whistling of the lake craft, and the deep diapason of booming guns, the formalities were complete.

It was not possible to behold the scene unmoved. The simplicity and dignity of the ceremonies admirably befitted the place and the occasion. The spectators, for whose

pleasure and instruction the Exposition had been created, will certainly long remember this deeply impressive moment. To those identified with the administration of your enterprise, the occasion was the climax of a grand drama; an instant of victory amidst months of disheartening struggle. This day of triumph cheered some weary hearts and strengthened them for the heavy burden yet to be borne.

The multitude, which had covered every inch between the platform and the edge of the Grand Basin and overflowed in all directions among the neighboring buildings, now dispersed throughout the grounds to inspect the treasures which had been gathered for their benefit.

The last number of the program was the reception of the President and the officers of the Exposition by the foreign commissioners, in the Manufactures and Liberal Arts Building, after which the Presidential party visited the various courts in that building. The tour of inspection revealed an attractive and fairly complete arrangement. Along the great Columbian Avenue here and there the space assigned to a nation was unoccupied or incompletely filled, signs indicating the reason for delay. Ice in the Baltic had detained the vessels which bore the exhibits from countries bordering on that sea. Other exhibitors, both foreign and American, had cleverly concealed such parts of their installations as were unfinished, and the verdict, freely and unhesitatingly given, was that the Exposition had been opened in a state more nearly complete than was usual with such enterprises. The attendance was so large that by many the day was thought likely to prove one of the best of the Exposition. The paid attendance was, however, only 128,965, the remainder being made up of employes, invited guests, and persons otherwise entitled to free admission. Later this attendance was frequently doubled, and even trebled, without the aid of special inducements.

The Act of Congress which authorized the World's Columbian Exposition provided for an international naval display to be held in New York Harbor, beginning April 26, 1893, as a fitting prelude to the opening of the Exposition. The review was participated in by fleets of Great Britain, France, Germany, Russia, Italy, Spain, Holland, Brazil, and the Argentine Republic. The rendezvous was at Hampton Roads, where the various fleets assembled, and with them the three Spanish caravels, reproductions of the three with which Columbus made his voyage of discovery. From thence the united fleet proceeded to New York, where the review was held with appropriate ceremonies and festivities.

On May 6th the officers of the various squadrons set out for Chicago to visit the Exposition. They were met by a committee of citizens, who escorted them through the city, after which a luncheon was given in their honor at the residence of Mayor Harrison. Major-General Miles and his staff accompanied the party during the day. After luncheon a visit was made to the Exposition.

On the following morning your president gave to the party a breakfast in Music Hall, and invited foreign commissioners and citizens to meet them. The hall was appropriately decorated by the superintendent of floriculture, who used for the purpose large quantities of rare and beautiful flowers and plants from the greenhouses under his management. This was one of the first social events of the Exposition season, and, by reason of the beauty of its surroundings and the distinction of its guests, one of the most notable. Music was furnished by the Exposition orchestra under the leadership of Theodore Thomas. The national hymns of the various countries whose representatives were present were played during the reception which preceded the breakfast. Several of the naval officers and

foreign commissioners made short speeches, expressing their admiration of the Exposition and the cordial feelings which their visit to our country had engendered. Your president also addressed the assemblage briefly.

The party then resumed the inspection of the grounds, taking steam launches for a trip along the lake to view the Exposition from that side. The following day the visitors returned to New York.

A period of great depression followed the opening day. With the fall of night, long lines of cars loaded with exhibits reappeared within the grounds. The hauling of exhibits by teams began again. The work of unloading, unpacking, and installing exhibits, repairing and finishing buildings and structures of every kind, completing the power plant, perfecting the electric lighting, continued for several weeks. Efforts were made to confine the work within those hours when the Exposition was closed to the public. In this, however, we were only partially successful.

The Department of Admissions closed its first day's business promptly and satisfactorily, and the Department of Collections found at the end of the day that its plans for auditing the concessions had met with a sufficient measure of success to demonstrate the entire practicability of its system. At the same time the weakness of certain parts and the necessary modifications became apparent.

The bad weather continued. The paid attendance on the five days following May 1st ran only from 10,000 to 18,000 persons. Meanwhile the approaching financial panic caused great uneasiness in the business world. The management dreaded this threatening storm and recognized the evil which it might bring upon the Exposition. But the work of perfecting the organization within the park, of getting the great enterprise into harmonious working

order, and of establishing proper relations between its parts, imposed more labor upon its officers than they could accomplish, even though working day and night. Therefore we ceased to care for things manifestly beyond our control, and we strove to meet the obstacles that were immediate and pressing, and could be dealt with with some hope of benefit. To accomplish any of our aims it was necessary to avoid borrowing trouble over conditions which we could not hope to remedy.

Eight days after the Exposition opened, the Chemical National Bank of Chicago failed, and with it its Exposition branch in the Administration Building. It could not stand the adverse times and went down before the worst days of the panic appeared. The management should not have permitted so weak an institution to do a banking business within its gates. The bank was, however, comparatively young, with a capital of a million dollars, and, at the time, was supposed to be managed with a reasonable amount of conservatism. It had offered to the Exposition a fair and advantageous contract for the privilege of doing business in the Administration Building, and for this purpose had secured an enabling Act from Congress. Few of the other banks seemed disposed to open a branch at the Exposition, and thus the contract fell to the Chemical Bank.

Over \$60,000 belonging to exhibitors, concessionaires, and foreigners was on deposit at the branch bank in the Administration Building. This sum represented the available cash of several hundred persons, many of them strangers, thousands of miles from their homes, and dependent upon their deposits to maintain themselves in Chicago. The discredit to Chicago, and particularly to the Exposition management, by reason of the failure of the bank which the directors had licensed, would have been com-

plete, and would have seriously impaired the dignity of the enterprise and its patronage by our countrymen had not steps been taken to meet the emergency. On the night of May 8th, before the failure could be announced in the morning papers, and before the amount of the deposits at the branch bank had been ascertained, your president and secretary obtained, over the telephone, from thirty-five gentlemen, pledges of an amount sufficient to pay at once those depositors who were exhibitors or foreigners, thus relieving their embarrassment. These gentlemen undertook to furnish the funds needed for this purpose without knowing definitely the amount which they might be required to pay. The plan was suggested by Erskine M. Phelps. On the evening of May 8th, by telephone from the city, he urged the secretary that immediate steps be taken to pay these claims, and offered to be one of six to defray the whole amount. Later your president, who had learned from the officers of the failed institution that the amount of the claims of exhibitors and foreigners would probably be between \$80,000 and \$135,000, returned to the Administration Building, and within two hours the fund was raised. A few words by telephone to each gentleman told the story, set forth the necessity for action to protect the honor of the city, and the pledge was given. The names of those who shared this burden are as follows:

Erskine M. Phelps.	Ferdinand W. Beck.	Norman B. Ream.
Edward B. Butler.	Arthur Dixon.	William T. Baker.
Byron L. Smith.	Otto Young.	Charles H. Schwab.
Thies J. Lefens.	John W. Doane.	John J. Mitchell.
Andrew McNally.	Washington Porter.	Edward F. Lawrence.
George H. Wheeler.	Elbridge G. Keith.	Martin A. Ryerson.
Harlow N. Higinbotham.	William J. Chalmers.	George M. Pullman.
Charles L. Hutchinson.	William D. Kerfoot.	George Schneider.
Frederick S. Winston.	Adolph Nathan.	Edwin Walker.
Albert A. Sprague.	Herman H. Kohlsaat.	Charles H. Wacker.
Milton W. Kirk.	Robert A. Waller.	John J. P. Odell.
Lyman J. Gage.	Melville E. Stone.	

A few days later each of these gentlemen, at call, forwarded his check for his share of the total requirement, and the claims of the depositors were paid. Your president took legal assignments of deposit claims to himself as trustee. The receiver of the bank has since repaid to the syndicate 95 per cent of the amount advanced. The balance, with interest, will probably be finally paid, so that there will ultimately be no loss to the members of the syndicate.

The panic grew apace, and the attendance at the Exposition increased very slowly. Heavy obligations for construction work matured, but there were no funds with which to meet them. The heavy liquidation and the severe contraction of credit throughout the country made the demand for money everywhere very pressing, and it was not easy to withstand the just demands of creditors greatly in need of moneys due them. Little or nothing could be done, as the small receipts left only a narrow margin above actual expenses. In a short time unpaid vouchers amounting to over a million of dollars were piled up in the treasurer's office awaiting the accumulation of funds.

The concessionaires shared in the general distress. Most of them had grievances against the Exposition for incomplete roads, for inadequate electric light service, and for various other causes. They were doing little business and saw ruin stare them in the face. Many of them refused to pay the percentages due under their contracts. In taking this position some of them were justified because, under inevitable necessity, their contracts were violated; others found pretexts in contracts defectively drawn. The Board of Directors decided that every grievance should be heard and determined immediately, and that all such matters should be adjusted promptly, so that the Exposition might at once realize its proportion of their gross receipts. A Committee on Adjustment was therefore appointed,

consisting of Adolph Nathan, chairman; Thies J. Lefens and Andrew McNally, to which Edward F. Lawrence was afterward added. This committee had power to deal with all concessionaires and to ascertain the amount of and adjust all claims between them and the Exposition, the object being, as aforesaid, to remove all pretexts urged against the payment of percentages, and to get the concessionaires *in the habit* of paying as quickly as possible. S. S. Page was retained by the committee as its attorney, and concessionaires were dealt with promptly and persistently. Persuasion and reasonable concessions were used where possible, and more decisive measures when necessary. This committee was in almost continuous session until the close of the Exposition season. It adjusted claims presented by concessionaires and, through its attorney, took charge of such delinquent payments as the superintendent of collections was unable to collect. It uncovered abuses and defects in the administration in many instances, and remedied them wherever possible. The members of the committee have received from the Board of Directors well-deserved thanks for their services. Their chairman should have special credit for his constant application to this task, which almost wholly absorbed his time during the perils of the financial crisis, when every business man felt the need of watching closely his personal interests.

In June the attendance grew rapidly. The average paid attendance during May was 37,510 per day; in June it was 89,170. The total receipts from all sources during May were \$583,031.25; during June, \$1,256,180. With these increased receipts it became possible to make payments upon the floating debt and to reduce the great amount of unpaid obligations that were pressing for settlement.

Except in the Anthropological Building, the installation of exhibits was substantially finished during the month of

May. At the same time numberless details of ornamental work in various parts of the grounds were completed. The two band stands in the Court of Honor, east of the Administration Building, were finished. The statue of Columbus, modeled by Mary E. Lawrence under the direction of Augustus St. Gaudens and with his assistance, was placed at the east entrance of the Administration Building. The damages to roads and buildings caused by the heavy work of installation were repaired. Early in June the unsightly freight cars disappeared, the tracks were removed, the landscape work was completed, and the Exposition was in truth ready. On June 11th a heavy rain occurred, and it was found that the roofs were at last in good condition. Thus one cause of grave anxiety was removed.

There still remained some features which required further time to complete, but these were mostly unimportant and could easily be overlooked in a general survey. Portions of the power plant were not ready. Electric light service was far from perfect, causing complaint and loss of revenue. The water supply for the two electric fountains was not yet in a proper condition. Serious mechanical difficulties had appeared when the first attempts were made to operate these fountains. The "water hammer" following their sudden manipulation was greater than had been expected, causing a severe shock upon the Worthington pumps, and requiring the introduction of large relief valves and an air chamber. These changes, involving great labor, were quickly made by working night and day.

In the matter of water closets and lavatories, provision had been made on a scale far greater than at any previous exposition. Within the Exposition grounds there were 3,116 water closets, as against 250 at the Paris Exposition of 1889, and 900 at the Centennial Exposition of 1876 in Philadelphia. This provision was the result of a concession

granted to the Clow Sanitary Company, under the terms of which that company installed water closets and lavatories in thirty-two locations, the total number of closets being 2,221, with the necessary wash basins, etc. About one-third of these were free to the use of the public, and the rest, which were fitted up with expensive appliances and provided with soap, towels, clothes brushes, attendants, etc., were operated by the Clow Sanitary Company for profit, a charge of 5 cents being made for admission to them. The company was held strictly to its contract, and was required to keep the free portions of the stations in good order. In addition to the closets of this company there were 895 closets belonging to the various concessions and the offices of the Exposition.

Notwithstanding the fact that under this arrangement much greater facilities were provided in the free portions by the Clow Sanitary Company than had been provided at Paris in 1889 or at Philadelphia in 1876, much complaint arose, due partly to misunderstanding and misrepresentation as to the nature of the contract, and partly to the failure to enforce its terms strictly during the early part of the Exposition season. Later the complaints vanished almost entirely. The rules were strictly enforced, and the public was made to understand that ample free facilities were available. Moreover, many people were glad to avail themselves of the extra facilities at the moderate price charged, appreciating the fact that the Exposition could not bear the heavy expense of providing such facilities free.

May was a month of experiments. The experiments and consequent changes were carried on in the midst of much complaint and severe criticism within the Exposition management and without, through the press and otherwise. So much misunderstanding occurred between various

branches of organization that at times it appeared impossible to make the different branches work efficiently and satisfactorily. It happened, however, in many stages of the enterprise, that its greatest danger arose from a tendency to experiment with and to change the administrative organization. When left to pursue its work without interruption the most pressing and obstinate difficulties were usually overcome and adjusted. Complaints of irregularities and defects, when reported properly at the office of the Council of Administration, soon found remedies where remedies were possible.

Early in June the Infanta Donna Eulalia arrived in Chicago as the representative of her nephew, the infant king of Spain, Alfonso XIII. She was accompanied by her husband, the Infante Don Antonio, and was greeted with enthusiastic demonstrations by the people of Chicago. Preparations were made to do her honor. Her first visit to the Exposition was made the occasion of suitable ceremonies, a military parade, breakfast in the Administration Building, a tour of the grounds, inspection of the various buildings and their exhibits, a trip through the lagoons in the electric boats and on the lake in the steam launches, and a pyrotechnic display in the evening.

Festival Hall had by this time been completed and its great organ installed. On June 10th your president and Mrs. Palmer, the president of the Board of Lady Managers, gave a concert at this hall in honor of the Infanta. The program included Edward Lloyd, the English tenor, the World's Fair children's chorus of a thousand voices, the chorus of the Apollo Musical Club, and the Exposition orchestra, the music being under the direction of the musical director, Theodore Thomas, and the choral director, William L. Tomlins.

As heretofore stated, the attendance in June showed a

gratifying increase over that of the previous month, and the receipts from concessionaires began to assume satisfactory proportions. The increase in attendance was due to two causes. First, this was a convenient time for students and teachers whose work was closed for the summer. Second, those who had visited the Exposition during the previous month carried to their homes reports which were, in the main, favorable to the enterprise. Persons who came expecting to find extortion and discomfort found, instead, accommodations at much cheaper rates than could reasonably have been expected, and the number of hotels and boarding houses in excess of the demand, so great had been the preparation for receiving visitors. They found comfortable conveyance from the city to the park in twelve minutes, good order and strict watchfulness among the police without and the guards within the grounds. They found in the Midway Plaisance a most interesting and amusing resort, where relief and rest could be found when the sight-seer was wearied by his studies in the great buildings, and above all they found, even in the incomplete Exposition, such noble conceptions, such beauty of plan, and such harmony of detail as to impress and thrill even the least susceptible and to satisfy the longings and the ideals of the most cultured and refined.

Thus as the weather settled into a clear, bright, pleasant, early summer, with soft and refreshing breezes from the great lake blowing over the park, the Exposition received a foretaste of the enthusiastic patronage which it enjoyed so fully in the fall. Gradually the attendance increased until it frequently exceeded 100,000 paid admissions per day, and on German day, June 15th, it reached 165,000.

An incident which aided greatly in removing false im-

pressions and in popularizing the Exposition was the meeting of the National Editorial Association in Chicago on May 20th. The distinguished representatives of the press who were present keenly appreciated your company's work and the results which had been achieved. They informed themselves thoroughly as to the Exposition and its management, and as to the conditions prevailing generally in Chicago. Before adjourning they adopted the following resolution :

Resolved, That we have observed with satisfaction the great Columbian Exposition and find it much nearer completion than popular reports have led us to expect, and we are convinced that great and harmful misapprehension prevails throughout the country in regard to this matter. There is no foundation for the rumors of extortion reported to have been practiced upon visitors in this city or on the Fair grounds, and it is our belief that every effort is being made by those in official positions to make the great Fair all that it should be as an exponent of the nation's highest civilization and enlightenment, and that the pleasure and comfort of guests from home and abroad have their constant and assiduous care.

This resolution was dispatched to every newspaper represented in the association, and, being regarded as an intelligent and unbiased statement of the facts, after personal contact with the conditions prevailing in Chicago, it did the Exposition more good than anything that had occurred thus far.

I desire also to record at this point an action of the executive officers of the various State commissions, for which they are entitled to our gratitude. The following statement, which was drawn up and signed by these officers in the latter part of June, sets forth the condition of the Exposition and the facilities for entertaining visitors in Chicago. It was widely circulated and proved very effective :

We, the executive officers of the States and Territories we respectively represent, deem it our duty to present to the people of the United States the following statement for their information :

On the opening of the World's Fair, May 1st, while many of the Exposition buildings were in an entirely satisfactory condition, exhibits

were incomplete and the work of installation had for various reasons been very much retarded. Since that date the Exposition authorities have accomplished an immense amount of work in Jackson Park, and the buildings of the great departments are complete. Streets and walks are in perfect condition; exhibits from foreign countries and the several States and Territories have been received in large numbers and are practically installed; the pavilions, entrances, booths, etc., are elaborate and beautiful, and the visitor finds himself in a bewildering mass of exhibits and surrounded on all sides with a display of surpassing magnificence and beauty. In brief, the world has never seen before a collection approaching it in value, interest, and educational features. Forty States and Territories have contributed \$6,020,850 for the erection of the buildings and in aid of exhibitors, and there has been raised for the purpose of the Exposition, exclusive of gate receipts, interest, and the above amount from the States, \$26,904,264.55.

The conveniences afforded for quick and easy communication from one part of the grounds to another by the intramural railway, electric launches, and gondolas are excellent, and invalids and others can be transported through the grounds and buildings in rolling chairs in the most comfortable manner.

The Midway Plaisance contains features novel and interesting—a representation of the nations of the globe of surpassing interest.

We unhesitatingly affirm that the exhibits, the buildings of the Exposition—State, Territorial, and foreign—will make a visit to Chicago the event of your life.

The individual exhibits in the various departments from the several States and Territories of the United States and foreign countries are of wonderful interest and value, and illustrate in a remarkable manner the growth of the arts, sciences, and manufactures. Individual exhibitors, at great expense and sacrifice, have placed in the Exposition buildings evidences of industry, skill, and ingenuity creditable in the highest degree to the artisans, manufacturers, and agriculturists of the United States.

The reports industriously circulated that extortion of every nature prevails in Chicago and on the Fair grounds we emphatically deny from personal experience. In the numerous restaurants in Jackson Park the prices are no higher than are charged for the same variety and quality of food in other cities of the Union.

Comfortable rooms convenient to the park can be secured at reasonable rates by the day or week, with or without board; and board can readily be obtained at rates not excessive. It is the opinion generally expressed by those who have visited the Fair that they were agreeably surprised, not only in the completeness, variety, and extent of the exhibits, but in the reasonable charge for rooms and board.

The educational features of the Fair and the evidences of wonderful progress made in this country since its discovery are of sufficient importance to incite all to see the Exposition. It is an opportunity never

before given to our people, and probably never will be again. A single admission fee of 50 cents admits to the grounds and to all the Exposition buildings proper.

We have presented fairly and truthfully the condition of affairs at the Exposition.

A. B. FARQUHAR,
Executive Officer, Pennsylvania,
President of Association.

J. K. GWYNN,
Executive Officer, Missouri,
Executive Commissioner.

DONALD McNAUGHTON,
Executive Officer, New York.
B. F. HAVENS,
Executive Officer, Indiana.
JOHN S. APPERSON,
Executive Officer, Virginia.
E. C. HOVEY,
Executive Officer, Massachusetts.
C. P. MATTOX,
Executive Officer, Maine.
GEORGE L. McCAHAN,
Executive Officer, Maryland.
THOMAS H. BROWN,
Executive Officer, South Dakota.
JOHN C. WYMAN,
Executive Officer, Rhode Island.
THOMAS H. THOMPSON,
Executive Officer, California.
ARTHUR C. JACKSON,
Executive Officer, Florida.
JAMES O. CROSBY,
Executive Officer, Iowa.
W. H. DULANEY,
Executive Officer, Kentucky.
JAMES M. WELLS,
Executive Officer, Idaho.
G. V. CALHOUN,
Executive Officer, Washington.

N. A. EMPY,
Executive Officer, Utah.
JOSEPH GARNEAU,
Executive Officer, Nebraska.
ALFRED DICKEY,
Executive Officer, North Dakota.
D. A. MONFORT,
Executive Officer, Minnesota.
J. H. VAILL,
Executive Officer, Connecticut.
W. N. CHANCELLOR,
Executive Officer, West Virginia.
R. B. KIRKLAND,
Executive Officer, Wisconsin.
E. M. SHAW,
Executive Officer, New Hampshire.
I. M. WESTON,
Executive Officer, Michigan.
STEPHEN J. MEEKER,
Executive Officer, New Jersey.
P. M. WILSON,
Executive Officer, North Carolina.
O. C. FRENCH,
Executive Officer, Colorado.
T. B. MILLS,
Executive Officer, New Mexico.
M. W. COBUN,
Executive Officer, Kansas.

The management now believed that it was time to enter into a vigorous campaign for the purpose of increasing the attendance. One great obstacle was the effort made by the railroads to maintain rates of transportation. There was but little reduction from the ordinary fare, the railroad managers apparently adopting the view that the travel to the Exposition would be large enough to call into

use all their facilities, and that any reduction, while it might bring them greater business, would not result in a greater net profit. Plans were prepared for a grand celebration on the Fourth of July, and an effort was made by the management to secure some concessions from the railroads in connection therewith. Suitable ceremonies were arranged, including concerts in Festival Hall and Music Hall, speeches and other exercises on the Administration Plaza, fireworks in the evening, etc., and the attractions were widely advertised. This resulted in an attendance early in July as follows:

July 1st.....	106,032
July 2d.....	Sunday
July 3d.....	105,977
July 4th.....	283,273

The attendance on July 4th was the largest yet experienced and some supposed it to be the greatest which the Exposition would have. This prediction, like that as to the attendance on May 1st, was destined to be disproved later. Soon after July 4th the attendance again fell off, owing to the heat and the fact that many who had visited the Exposition en route for places of summer resort had gone away, while others were delaying their visits until more favorable weather should prevail. The same falling off is noticeable in the attendance at the Centennial Exposition in 1876. Nevertheless, it served to discourage the hopes of officers and to add to the burden of their cares.

The infinity of details which burdened your president and the Council of Administration at this time was overwhelming. There was no opportunity for strengthening or enlarging our organization, for meeting new business, or for disposing of arrears. The services of persons unfamiliar with the complex organization and the duties of hundreds of officers were useless. Directors who, full of sympathy, were anxious to aid your overworked officers found themselves unable to assist unless they had kept pace with the

business for months before or went resolutely to work to acquire the necessary information. The president found in George V. Massey of the Council of Administration a firm friend, an industrious fellow-laborer, and a counselor wise, firm, and temperate, whose advice proved invaluable in many emergencies. But for Mr. Massey's intelligent assistance and tireless industry your president fears that his physical strength could not have endured the burdens laid upon him. The secretary of your company and the secretary of the Council of Administration were with your president day and night. Mr. Edmonds took up quarters in the Administration Building, seldom leaving the park by day or night. The work of the office began after an early breakfast and continued almost uninterruptedly until far into the night. The days were occupied with personal interviews with officers and employes, or with concessionaires appealing their grievances from the superintendent of collections or the Committee on Adjustment. The evening was given to correspondence or the clearing up of matters which had accumulated during the day. It frequently happened that 1 o'clock in the morning found your president and secretary still at their desks.

On the floor above, where the director-general had his office, the same scene was presented. Colonel Davis also took up his abode in the Administration Building and gave himself entirely to his work, and with his clerks and assistants he labored steadily, day and night, for months before and after the opening day, to perfect the installation of foreign and domestic exhibits and to put this branch of the Exposition in satisfactory condition. During the day his office was thronged with callers whose business required his personal attention, and the consideration of important matters was deferred to the quiet which could be secured only in the night.

The most threatening and oppressive embarrassment of your company was its heavy indebtedness, the true extent of which was thoroughly understood about this time, July 1st. Frequent reference has been made to the difficulty of preparing budgets of estimates and the rapidity with which they were outgrown by the needs of the Exposition. The latest budget had been prepared on January 1, 1893. It showed a total estimated requirement for completing the Exposition, including payments on account of construction, the expenses of the director-general's departments, and of the general offices of the company, amounting to \$20,012,268.08, a large part of which was not expected to fall due until after May 1st. When this budget was prepared it was thought possible, by using every resource at the command of the Board of Directors, to carry the work successfully through to May 1st; that this date would be reached with the treasury not entirely exhausted, but with a considerable amount of obligations on contracts which would not become due until some weeks later; and that the total amount of such obligations would not be great enough to seriously obstruct the payment of the Exposition debenture bonds. The Board of Directors had limited the amount of the bonds of the Exposition to \$5,000,000, and had, by implication at least, limited its power to create debt to this amount also.

As has been stated, the last budget of estimates (January 1, 1893) proved unreliable soon after it was adopted, and payments on account of many of its items exceeded the amounts therein assigned. Then it became impossible to dispose of the last \$400,000 of bonds. In addition to this, an Act of Congress was passed which withheld \$570,880 of the appropriation of souvenir half dollars made in the previous August to aid in completing the Exposition, in order to compel your company to appropriate

money for the expenses of judging and awarding medals for exhibits. (See Chapter IV.) Thus the company was crippled in its resources to the amount of more than \$1,000,000. Finally, the deferred payments, because of delay in construction work, disagreements over final estimates upon contracts, etc., proved larger than had been anticipated.

The total amount paid out up to April 30, 1893, was only \$17,869,421.94, which, if the budget of January 1st had been correct, would have left a little over \$2,100,000 still payable on account of construction and preparation for opening the Exposition. But the amount actually so expended was largely in excess of the budget of January 1st. An estimate of the floating indebtedness made on May 1st showed balances due on construction accounts alone in the neighborhood of \$2,000,000. In addition to this, material for the Mechanical Department (pipes, fittings, etc.) and stock of all sorts had been purchased, under the pressure of grave emergencies, and without proper authority, to an enormous amount, which, in the confusion at May 1st, could not even approximately be summed up. Not infrequently bills were presented for payment, regarding which neither your president, the Council of Administration, nor the auditor had been able to get any information, although the obligation had been incurred by some subordinate officer weeks or months before. The opportunity of subordinate officers seriously to embarrass your company by contracting liabilities to large amounts was quite ample. Nor was it possible to check this state of things, for your president and the Council of Administration, in the main, had confidence in the officers under them, and felt that it would be unsafe to hamper them as to expenditures at a time when the paramount object was the completion of the Exposition by the time fixed. My only regret

is that we were unsuccessful in creating some system which would have enabled the management to have a better knowledge of the liabilities as they were incurred. Because of the lack of this knowledge, your president and the Council of Administration were frequently criticised and censured, although they felt that they had done as well as was possible under the trying circumstances. In the orderly conduct of an established business it is the duty of the president or the general manager to have full knowledge of the details of every line of expenditure or obligation incurred. In a heavy and costly work of construction it is never possible to estimate so closely as in an old established business. This every one knows who has been identified with the construction of a railroad or a great building. In a military campaign, in the time of war, questions of expense are utterly disregarded, the only object worthy of consideration being the achievement of victory over the enemy. I have mentioned a great private business, a work of construction, and a military campaign. The World's Columbian Exposition, from start to finish, resembled the latter more than it did the two former. Great and unusual powers had to be entrusted to subordinate hands for the accomplishment of one result, without accurate count of the cost.

Gradually it appeared, after May 1st, that the floating debt was of serious and threatening proportions. In the midst of the financial panic, the contraction of credit, and the scarcity of ready money, the directors found that their implied pledge to the bondholders had been violated. Instead of a floating debt of \$2,000,000 there were debts under contracts and debts for supplies of every description amounting to almost \$4,500,000, of which over \$3,000,000 were chargeable to construction account. The operating expenses for May were \$593,757.20, and the gate and con-

cession receipts for the same month were \$657,727.40, a showing which, in view of a bonded and floating debt of at least \$8,000,000, with but five months more in which to secure funds for its liquidation, was enough to discourage the stoutest heart. Your president makes no complaint as to the criticism and blame which were frequently cast upon him by directors about this time. Whether he deserved them or not, there was that in the situation which was calculated to cause directors to lose faith in the management of their company. In the face of the prevailing panic and the consequent danger of a poorly attended exposition, there is no wonder that men grew bitter, and even unjust, when they felt that their business reputation and honor were staked upon the proper management of the affairs of your company. The less familiarity a director had with the intricacies of the company's management, the more culpable appeared the conduct of your officers in permitting the accumulation of such a liability, and the more thorough and sweeping were his denunciations. It is cause for thankfulness that the precarious condition of your company was not generally understood until the end of June, during which month we had collected from gate receipts and concessions nearly a million dollars in excess of the operating expenses.

This increase in receipts justified the hope that the business would improve sufficiently to enable us to pay the company's debts in full. Yet even with the increase of June the final outcome seemed problematical. With the falling off of the attendance in July and the fuller knowledge of your company's financial condition, it is no wonder that depression burdened the hearts of your officers. Personally, I have felt that the effect of the worry and strain in July, 1893, was equal to that of years of labor.

The last attempt at a revision of the administrative

machinery of the Exposition occurred in the latter part of June, and should be mentioned here. The friction between various departments, inevitable in a new enterprise of such magnitude, was intensified by defective organization, which made it difficult to preserve wholesome restraint and proper subordination. This state of affairs, with the complaints constantly arising as to the number of passes issued, and other defects in the system of admissions, led to a movement in the Executive Committee for further revision. The Bureau of Admissions was abolished and the two departments of Admissions and Collections were placed under the Council of Administration. George R. Davis was formally elected director-general of the World's Columbian Exposition, he having previously held his office by virtue of an appointment from the World's Columbian Commission. He was recognized as the superior officer of the director of works, the latter being made the chief executive officer of the director-general, and instructed to receive his orders through that officer. The chief objection to this plan was that it compelled the Council of Administration to send its orders through the director-general in order to reach the director of works, thus interposing another obstacle between the council and the chief arms of the operating department, such as the Police, Fire Department, Transportation, Landscape, Mechanical, Electrical, Sewerage and Water Supply, etc. As this state of things would have been intolerable a protest was made, whereupon a clause was added authorizing the council to deal directly with the director of works and his chiefs when emergency should require, and as the administration of an exposition consists chiefly in meeting a constant succession of emergencies, this latter power was freely exercised. The departments of Admissions and Collections, which had been placed under the Council of Administration, were by that body

committed to the chairman. This action brought the superintendents of these two departments in closer touch with your president, enabling him to coöperate more effectively in removing abuses and increasing the efficiency of their organizations.

As the Exposition approached completion two facts began to call forth general commendation. One was the cleanliness of the grounds, the absence of the accumulation of paper, peanut shells, remains of luncheon, and other refuse. The other was the superb management of the waterways, and the absence of any accident thereon of even trifling importance. The condition of the grounds was due to the rules, the vigilance of the guards, and the work of the Department of Transportation. Only shelled peanuts were allowed on the grounds, and the guards were instructed to look carefully to the cleanliness of the grounds, and to report on all matters needing attention. The Department of Transportation nightly policed the park with a garbage service of fifteen carts with steel dumping boxes, taking up the janitors' sweepings, refuse from restaurants, etc. Garbage was burned at a crematory in the southern part of the grounds.

The waterways and the margin of the lake adjoining the Exposition grounds were also in charge of the Department of Transportation. The superintendent of waterways, Commander F. M. Symonds, U. S. N., was an officer of that department. He made rules for the government of the waterways and the craft plying upon them, and issued a book of regulations for the guidance of every one connected with the service. Boats used for concession service were required to fly a certain kind of flag, and the launches of the president, the director-general, and the director of works were each distinguished by a flag. Under Commander Symonds' direction great vigilance was used to

prevent accident or loss of life upon or adjacent to the waterways. One or two lifeboats were stationed in the Grand Basin during every evening, and one was constantly on duty at the Woman's Landing; a steam lifeboat patrolled the lake during pyrotechnic displays. The commander and his forces were constantly on the lookout for congestion of boats or of people at the water's edge, and provided lifeboats, expert swimmers, and life lines whenever the numbers gathered to witness entertainments indicated a liability to accidents.

On July 19, 1893, a terrible fire occurred on the grounds, which destroyed the Cold Storage Warehouse. This was a large building of wooden frame covered with staff, and having at its center a tower through which was conducted a smokestack. The smokestack was in use, though unfinished, and on one occasion previous to July 10th, the woodwork had been ignited; the firemen had gone into the tower, scaled the smokestack and put out the fire. When the alarm was given on July 10th the situation appeared no more threatening than upon the former occasion. The first fire company that arrived proceeded to scale the tower, headed by their captain, James Fitzpatrick. About twenty men were on the tower with a rope and hose when the fire suddenly burst out below them and cut off their retreat. The entire interior of the building was burning, and there was no escape for those who were on the tower but by jumping to the main roof below. This they did, one by one, before the horrified throng of 30,000 spectators. Some were carried by the force of their descent through the roof into the flames beneath; others were so crippled that they could not escape. One man slid down the burning hose. Captain Fitzpatrick, dying from burns and injuries, was lowered from the roof to the ground by some of the firemen. After this heroic deed the men had

scarcely reached the ground when the roof and parts of the wall where the ladder had rested fell in. In a few minutes the building was consumed. Fifteen men were killed and nineteen others were injured in this disaster. The Medical Department and the ambulance corps aided promptly, and those who could be rescued were borne rapidly away to the hospital, where they were cared for as far as possible.

The eye witnesses of this horrible catastrophe gave evidence of their sympathy by instantly starting a contribution in aid of the sufferers. A few minutes later, and before the building was reduced to ashes, Byron L. Smith entered your president's office and there headed a contribution with a check for \$1,000. Several thousands more were paid in at the same place within a few minutes. On the 14th of July, the 104th anniversary of the destruction of the Bastile, the French marines stationed upon the grounds received an extra day's pay, according to custom, and this money they generously paid into the relief fund. The gate receipts on the following Sunday were added to the same fund, and throughout the city contributions were made, either to Mayor Harrison, to Charles D. Hamill, president of the Board of Trade, or to your president. The fund reached the total of \$104,138.02. Every case of suffering, from injuries received or through the death of a parent or relative at the fire, was investigated. A portion of the money was paid out to relieve immediate distress, and the remainder was placed with the Illinois Trust & Savings Bank, in trust, to be used for the support of the widows and the education of the orphans of those who died. No words can describe the gloom which this awful event spread over all the city, and especially over the management of the Exposition.

The fire was due to defective construction, and as the

building was erected by the concessionaire and not by the Construction Department, the defect could not be charged to the officers of that department. They had approved the plans and had relied upon the concessionaire to carry out the plans as approved. Except in this case, no fire or other catastrophe occurred upon the Exposition grounds because of defective construction.

The Fire Department acquitted itself upon this occasion, as upon every other, in a most satisfactory manner. It was under the control of the city Fire Department and had been carefully organized and trained. A private fire department had been organized in the latter part of 1891, and had been maintained as such until December, 1892, when, at the earnest request of the Board of Fire Underwriters, it was reorganized under the Chicago Fire Department, of which D. J. Swenie was marshal. Marshal Swenie placed the fire companies upon the Exposition grounds in charge of Assistant Marshal Edward W. Murphy, an officer well known for courage and skill in fire service. Mr. Murphy continued in this service until October 1, 1893, when he was relieved on account of injuries received in the service, and was succeeded by Assistant Marshal P. O'Malley. During the Exposition season the Fire Department was composed of 110 men in ten companies, seven of them being fire companies, two hook and ladder truck companies, and one stationed on the fireboat in the lagoons. Each hook and ladder company was equipped also with a chemical engine. During the year 1893 the number of alarms responded to on the grounds was ninety-two, and there was constant vigilance of the most persistent kind on the part of officers and men connected with all branches of the Exposition, of course, particularly in the Fire Department and the Columbian Guard. Fire was especially feared on account of the temporary and

inflammable nature of the buildings, the large number of visitors, and the enormous number of hastily strung electric wires. The fact that no disastrous fire occurred in any of the Exposition buildings does not in the least disprove the need of the extraordinary precautions taken and the heavy expenditures incurred. I think all the officers of the Exposition agree with me that only the thorough preparations made in the Fire Department, the Columbian Guard, and the Department of Water Supply saved the company from serious disaster. Incipient fires were frequent occurrences, and often more than once in a day the scene would be enlivened by the spirited dash of an engine across the Court of Honor, and companies of the guards coming on the double quick, in fine order, from all directions to the point of danger. There is probably no branch of an exposition where money can be so profitably expended as in securing every reliable and satisfactory means of preventing and quenching fires. The amount expended for fire protection by your company was \$311,246.71. This includes engine houses, fire plant, rent of apparatus, extinguishers, chemicals, wages, and general expenses. The loss by fire, exclusive of the Cold Storage Warehouse disaster—which, as has been shown, did not fall on your company—was only \$1,730.

As I am now approaching a subject which brought the Exposition into the State and Federal courts—I refer to the question of closing the Exposition on Sunday—some reference to the Legal Department is necessary. On May 12, 1893, the Board of Directors elected Director Edwin Walker solicitor-general, which office had been vacant since the resignation of Mr. Butterworth in April, 1892. This act was in recognition of the existing state of things, and also in recognition of Mr. Walker's valuable services, and of the esteem in which he was held, both for his personal qualities

and for his devotion to the cause of the Exposition. As chairman of the Committee on Legislation, Mr. Walker's advice had been sought on every weighty subject involving questions of law or the exercise of sound judgment. He had always taken a prominent part in the proceedings of the Board of Directors and of its Executive Committee. The attorney, Mr. Carlisle, acted under the direction of the Committee on Legislation, and upon Mr. Carlisle's resignation in the spring of 1893, Mr. Walker undertook to reorganize the Law Department. The two assistant attorneys, Charles H. Baldwin and Joseph Cumins, he designated attorneys, and assigned to each a portion of the detail work of the Law Department, with instructions to proceed under his advice and direction. Mr. Walker frequently gave advice and assistance to the Council of Administration and to your president, and since the close of the Exposition he has borne a large share of the labor of disposing of the company's business. He still has in his care a number of suits brought for or against the Exposition.

The question of opening or closing the Exposition grounds on Sunday, which had been persistently agitated for over two years prior to May 1, 1893, attracted a great deal of attention during the early weeks of the Exposition, and in the month of July the matter passed out of the control of the Exposition management by reason of the action of the courts.

This subject had been taken up by various religious bodies soon after the adoption of the Act authorizing the Exposition, but its discussion in the Board of Directors had been prevented or postponed whenever possible. With very few exceptions, the directors were in favor of keeping the Exposition open on Sunday, on the theory that many would be able to see it on that day who would be unable to spend the necessary time on a week day, and also on the theory

that the city would be filled with strangers during the Exposition season, some of whom, if shut out of the Exposition grounds and thrown upon their own resources, would be likely to spend their time in an unprofitable manner, and perhaps swell the lawless element. It was conceived by the management that from among the laboring classes and the strangers in town, an attendance might be expected on Sundays greater than that of the week days, and that the result of keeping the Exposition open on Sunday would be both beneficial to the patrons and profitable to the management.

There was little profit in the Sunday business, for as a rule the attendance was less on that day than on the preceding week days. The marvel is that we should have looked for different results. That the opening of the Exposition on Sunday resulted in good I firmly believe. Many thousands of people spent a part or the whole of the day in the park, not so much in viewing the contents of the buildings as the buildings themselves and the grounds. There was a notable absence of that noisy, rowdy element which our critics said would pervade the grounds and especially the Midway. Indeed, the concessionaires upon the Midway found the Sunday business quite unprofitable. The gatherings were mostly in the Court of Honor, where seats had been provided, from which the view could be enjoyed with comfort, while the bands played music of a sacred or elevating character. Besides the Court of Honor, the Art Building proved most attractive, and it was well filled and often thronged on Sundays, when other parts of the grounds were comparatively deserted.

Originally the Board of Directors had authority, under the Act of Congress, to make a rule that the Exposition should be opened or closed on Sundays, as the Board might see fit, and such a rule would have been subject to modi-

fication only by a majority vote of all the members of the World's Columbian Commission.

Protests against opening and against closing on Sunday were filed in large numbers with both the Commission and the Board of Directors, and also with both houses of Congress. Certain of the religious organizations took action in favor of closing the gates and others in favor of opening them, while others remained neutral.

When the souvenir coin bill was pending before Congress, in the summer of 1892, the opposition to Sunday opening, which was very active and well organized, obtained an expression from Congress in favor of closing the Exposition on Sundays. It is questionable whether the subject was well understood when the vote was taken. It was represented that the management of the Exposition was planning an assault on the "American Sabbath," and was seeking to bring people within its gates on Sunday to furnish business for the concert gardens and "side shows" of the Midway. Owing to this movement the souvenir coin appropriation was made subject to the condition that the Exposition be closed on Sunday. This provision was of necessity accepted by the Board of Directors, the members believing that they had done all that the situation required of them to secure the opening on Sunday, unless Congress could be induced, at its next session in the winter of 1892-1893, to revoke the condition which it had imposed.

Congress failed to revoke its condition, but, as has been explained, it took back \$570,880 of its souvenir coin appropriation and applied it to another object. By this act the Board felt itself released from the condition relating to Sunday opening, and in May adopted a rule that the Exposition be opened on Sundays. This rule went into force on Sunday, May 28th, on which day the paid attendance

was 77,212, nearly twice the average for the previous six days. As a popular test, this result should have satisfied the management, but at this time we were looking for much larger attendance both on Sundays and on week days, and because the Sunday attendance did not exceed 100,000 we were inclined to doubt the advantage of keeping the grounds open on that day. Even this attendance on the first open Sunday did not represent the legitimate Sunday patronage, for many attended on that day merely to record their sympathy with the movement in the interest of those classes whose Sunday could be made bright, profitable, and wholesome by drawing them into Jackson Park. For the next three Sundays the attendance ranged between 56,000 and 71,000. Those who attended seemed to care little that large numbers of the exhibits were covered, or that the machinery was not in operation, provided they could enjoy the charming view of waterways, landscape, and architecture, and listen to the music. On the first open Sunday some of the more enthusiastic patrons emphasized their position on the Sunday question in a very happy manner. The band concert was opened with the music of the hymn "Nearer My God to Thee," and those in the vicinity caught up the air and sang the hymn.

Ministers were secured and services were held in Festival Hall for several Sundays. These services were well attended, but were condemned by some of those who favored closing. Ministers of several denominations declined invitations to preach on the Exposition grounds. It is likely that many attended services there who would not have done so outside, and many more came to the park who had probably attended church in the city; for thousands entered the gates on Sunday afternoons.

As time passed by the Sunday attendance grew smaller, settling down to a steady average of about 48,000 during

July. As there were comparatively few strangers in town during July, this attendance was drawn mostly from the city, and was large enough to be beneficial, from the standpoint of those in favor of Sunday opening, to a considerable portion of the people, while barely large enough to defray the average daily cost of operating the Exposition. The receipts from concessionaires averaged less on Sunday. This is the best evidence that the evil effect of Sunday opening had been exaggerated, and that the attendance was, to a large extent, from among people of small means, unable or unwilling to visit the special attractions of the Midway. Even the restaurants suffered, for the people either came after dinner or brought their luncheons with them.

The management had been looking for larger results from Sunday opening, and finding the attendance less than was expected, began to doubt whether the majority of the people were with them in this movement, and finally the directors rescinded the rule for Sunday opening. Meanwhile certain stockholders of your company, anticipating this act and wishing to keep the Exposition open, on May 29th secured from the Superior Court of Cook County an injunction restraining the management from closing the gates. At the same time proceedings in the United States District Court, inspired by parties in favor of Sunday closing, resulted in a temporary order, issued on June 8th, against opening the gates; this order was shortly after vacated by the United States Circuit Court of Appeals. The Exposition remained subject to the order of the Superior Court of Cook County, requiring that the gates be kept open on Sunday.

The management was by this time thoroughly tired of the agitation, and was anxious to close the grounds. Doubt as to the proper course to pursue under these circumstances, and a feeling that the matter could probably be

best brought to an issue and laid at rest by attempting to close the gates, led your president to order the Exposition closed on Sunday, July 23d. He was assisted to this conclusion by the intemperate denunciations of some of the advocates of Sunday closing, who asserted that the management, while pretending to be trying to close the gates on Sunday, was really in collusion with the stockholders who had secured the injunction against closing.

Your president had anticipated that if any unpleasant consequences should attach to his act in ordering the gates closed, these would fall on him alone, and not on his associates; hence he was greatly disappointed when the court which issued the injunction attached members of the Board of Directors and imposed fines on them. These directors had not been cognizant of the president's action, and were in nowise responsible for it. The directors upon whom fines were imposed appealed from the judgment of the court, and, upon hearing, the Appellate Court reversed the judgment on the ground that the court which imposed the fines had no jurisdiction whatever to interfere with the management of the affairs of your company by its Board of Directors.

This ended the attempts to close the Exposition on Sunday. The management withdrew its efforts to make the day especially attractive, and ceased to provide clergymen for services in Festival Hall. So contradictory had been the proceedings that the public was in some doubt from this time on whether the gates were opened or closed on Sunday, and during August the Sunday attendance fell as low as 18,000, from which number it increased slowly to over 40,000 in September, and during the last four Sundays in October it ranged from 82,000 to over 150,000. Usually, however, the Sunday attendance was much less than the average attendance for the other six days of the same week.

As the exhibits were mostly covered up, there was little to attract except the great beauty of the grounds and the treasures of the Fine Arts Building.

The legal aspects of this controversy are full of interest, but can not be discussed here at proper length. I believe that the solicitor-general has treated the subject somewhat fully in an article on "The Litigation of the Exposition," prepared for "The Bench and the Bar of Chicago," Goodspeed Brothers, publishers. The solicitor-general went before the United States Circuit Court to defend the action of the management in opening the Exposition on Sunday. A few days later he defended the action of the management in closing on Sunday, before the Superior Court of Cook County. The apparent inconsistency of his attitude produced some merriment in the press and among some members of the bar, but his position was maintained in both cases. The suit before the United States Circuit Court was instituted by the United States district attorney. The Court of Appeals, Chief Justice Fuller presiding, declared that the United States had no jurisdiction whatever to interfere with your company in the management of the Exposition grounds. The suit before the Superior Court of Cook County to compel the opening of grounds on Sunday was instituted by a stockholder of your company, and the Appellate Court of Cook County declared that a stockholder had no right to interfere with the management of the affairs of your company by its Board of Directors. Thus your company, through its Board of Directors, was left free to make such rules as it saw fit for the management of the Exposition grounds, according to the terms of the original Act of Congress.

The Board of Directors was charged with bad faith because it opened the gates on Sunday after accepting the souvenir coin appropriation of \$2,500,000 with the condition

that it would keep the gates closed on that day. Those making the charge ignored, or forgot, the fact that the first breach of contract was on the part of the Government, and that, too, under such embarrassing circumstances as to seriously damage the Exposition's finances. Nothing but the loyalty and public spirit of Chicagoans saved the Exposition from irreparable disaster before its gates had been opened to the public. Attached to the appropriation of \$2,500,000 were several conditions of great importance, all of which your company had fulfilled. The first Act of Congress providing for the Exposition required your company to raise \$10,000,000 for use in preparing for holding the Exposition. This had been done. The souvenir coin Act required your company to provide whatever sum might be necessary in addition to the \$2,500,000 thereby appropriated, to complete the Exposition, the total cost of which, at that time, was expected to be about \$19,000,000, but which afterward proved to be much greater. Your company was even required to prove to the Secretary of the Treasury that it had actually disbursed \$2,500,000, in addition to the original \$10,000,000, before it could receive the \$2,500,000 in souvenir coins from the Government. After this condition had been complied with, Congress diverted \$570,880 of the souvenir coin appropriation to other purposes not within the scope of the duties of your company. The imposition of the task of replacing the sum so diverted nearly ruined your company. Moreover, upon the credit established by the plain terms of the souvenir coin appropriation, and the other resources of your company, an issue of \$5,000,000 of bonds had been authorized by your company, and nearly \$4,500,000 of them sold and paid for. By this act of the Government the security of the bondholders was injured to a much greater amount than the amount of money withheld; in fact, the security

of the bondholders, resting in the solvency of your company, was in danger of being totally destroyed. Another condition of the souvenir coin appropriation was that your company would pay the expenses of the great exhibit departments organized by the director-general of the World's Columbian Commission, which expenses constituted a heavy drain upon your company's resources, amounting in the aggregate to more than the entire souvenir coin appropriation. Thus it will be seen that, so far from there being any obligation, moral or legal, for the return of any moneys received from the Government, there was a debt due your company from the Government, morally if not legally, for moneys expended in excess of total requirements imposed by the original Act of Congress relating to the Exposition. Moreover your company always showed itself jealous of the national honor in connection with the Exposition, in all matters requiring outlays of money, and this feeling increased among us in proportion as Congress proved indifferent.

In the first part of July the attendance and receipts showed an improvement over those of June. On some days of the latter part of the month the heat was very trying, though modified and made more tolerable by the cool breezes from the lake. Many feared that the business panic had reduced the attendance, and, as the financial condition of your company came to be better understood, great anxiety was expressed lest the amount realized would not be sufficient to pay the floating and bonded indebtedness. During the warm weather the Exposition was most charming in the evening, when the sultriness disappeared and the gentle winds from the lake made the park a most attractive resort. In the early part of May the Exposition was practically closed at nightfall, because of its incompleteness and the unfavorable weather. Later in May the grounds were

occasionally kept open in the evening and open-air concerts were advertised. As the attendance increased, the park was kept open every evening, and in June was fairly well filled until 9 o'clock. As the popularity of the Midway increased it became thronged with visitors every evening until a late hour, and finally it was necessary to put a curb upon the rollicking spirit of those who lingered until a late hour.

In July the evening became the most attractive time. Usually two bands were stationed in the Court of Honor, playing alternately, and the Court was filled with people resting upon the benches or strolling about, enjoying the charming and wonderful scene, listening to the music, watching the swiftly gliding boats, the grand fountain playing, and the displays of the electric fountains. Search-lights on the Manufactures Building threw their intense beams now here, now there, on the grand buildings, or illuminated the groups of statuary with their marvelous brilliancy. At other times a band was stationed on the Wooded Island or in the northern part of the grounds, and usually there was also a concert at the band stand east of the center of the Manufactures Building on the shore of the lake.

One of the many charms of the wonderful night aspect of the Exposition was the contrast between the inspiring activity of some portions, gay with music and moving thousands, and the utter solitude of other portions. While the Court of Honor was filled with thousands listening to the concert, the lake shore north of the Peristyle or the Wooded Island might be entirely deserted, except for an occasional visitor, lured from the throng by the entrancing loveliness of the scene. This contrast was even greater between the north lagoon, with the Art Building mirrored upon its surface, and the Midway, just a little to the west. On the one hand, whiteness, silence, and the shadows of

many trees; on the other, the glare of lights, hurrying feet, and the din of barbaric music.

To the visitor the Exposition presented at this time its most charming spectacle. Everything was in the first freshness of completion. Seldom during the season were the vast grounds and buildings uncomfortably crowded. During the evenings of July the throng was only sufficient to lend spirit to the scene, never so great as to cause discomfort. To the management, however, there was but little of pleasure to relieve the toil. The hours were freighted with the cares and worries of a great burden and doubt as to the final outcome.

CHAPTER XIII.

AUGUST, SEPTEMBER, AND OCTOBER — CLOSING CEREMONIES.

THE month of August opened with little promise. During the first few days the attendance did not maintain the rate of July. The Exposition was now thoroughly advertised through the press and by the reports of visitors who had returned to their homes. The fame of its beauty and of the wonders which it contained had gone abroad. Thousands who had hesitated about coming began to realize that the season was half over, that more comfortable weather might be expected, that everything was ready, and that a great opportunity was slipping away.

The first indication of improvement came on Monday, August 6th, with an attendance of 90,354, while on the preceding Monday the number was 71,138. It was observed that the attendance on Monday was a fair index of the attendance for the rest of the week. From Monday the numbers gradually rose until Thursday; on Friday they diminished, as fewer visitors arrived in town at the end of the week; the half holiday of Saturday increased the attendance on that day. Hence, when a decided increase was observed on Monday, it was expected to continue during the next few days.

As illustrating the gradual progress in attendance during the Exposition season, the average per day is given for each week, Sundays being omitted:

ATTENDANCE AT THE EXPOSITION BY WEEKS.

WEEK ENDING.	TOTAL FOR WEEK.	DAILY AVERAGE.	WEEK ENDING.	TOTAL FOR WEEK.	DAILY AVERAGE.
May 6.....	202,125	33,687	Aug. 12.....	663,917	110,653
" 13.....	134,231	22,372	" 19.....	775,052	129,175
" 20.....	192,184	32,031	" 26.....	986,068	164,345
" 27.....	247,077	41,179	Sept. 2.....	845,543	140,924
June 3.....	343,097	57,183	" 9.....	1,096,225	182,704
" 10.....	477,069	79,511	" 16.....	1,046,340	174,390
" 17.....	660,916	110,152	" 23.....	1,093,454	182,242
" 24.....	646,415	107,736	" 30.....	1,008,866	168,144
July 1.....	599,234	99,872	Oct. 7.....	994,919	165,820
" 8.....	749,929	124,988	" 14.....	2,026,903	337,817
" 15.....	541,986	90,331	" 21.....	1,648,849	274,808
" 22.....	596,423	99,404	" 28.....	1,427,481	237,913
" 29.....	533,128	88,854	" 30.....	-----	211,102
Aug. 5.....	514,747	85,791			

And now it began to be apparent that, after laboring through many trials and in spite of the depressing influence of the panic, financial and popular success had been achieved. The vast grounds absorbed the great gatherings as easily as the smaller ones. The difference was perceptible only in the gate receipts, in the contentment of the concessionaires, and in the rollicking spirit of the throngs of visitors, and of the operators of the special attractions in that noisy, picturesque strip of land that has passed into a byword and a pleasant, amusing recollection as the Midway.

On August 3d the Executive Committee authorized the payment of an installment of 10 per cent upon the Exposition bonds on August 17th. During the first three months the receipts had been \$4,230,979.89; the operating expenses, \$1,822,672.37, leaving \$2,408,307.52 to be applied on the floating debt. The most pressing obligations had been discharged. Most of those remaining were not yet due, or were still subjects of negotiation and adjustment. It was therefore believed that in the payments out of accumulated profits the bondholders should participate as well as other creditors. A much better feeling was aroused, both at home

and abroad, when it was known that the management had taken this step. The total bonded debt was \$4,444,500. The payment of the installment involved the disbursement of \$444,450. The receipts for August were \$2,337,856.25; operating expenses, \$569,798.12, leaving net \$1,768,058.13. Before the month was half over, it was seen to be possible, besides disbursing large sums on construction accounts, to make another payment on the bonds, and a second 10 per cent was authorized to be paid on August 30th. As September opened it was evident that the receipts of the Exposition would pay all its obligations and afford a surplus sufficient to close up its affairs. The third, fourth, and fifth installments of 10 per cent each were paid on September 7th, 15th, and 22d, respectively. On September 29th an installment of 20 per cent was paid, and on October 9th, Chicago day, the remaining 30 per cent, with the accrued interest, amounting in all to \$1,565,310.75, was paid. This act lent additional glory to the greatest day of the Exposition.

The internal organization of the Exposition had now attained a fair degree of efficiency. Not that discordant elements or cumbrous methods had disappeared, but simplicity and directness had forced themselves into the situation. Each officer was familiar with his duties and was prepared for every emergency, recognizing the objects to be attained in his field and choosing instinctively the most direct methods of reaching them.

A just criticism, frequently uttered during the first half of the season, was that there was a lack of effort to amuse the visitors and to instill life into the vast and beautiful expanse of grounds and buildings. There were bands and band concerts on the grounds, and grand orchestral, choral, and organ concerts in the music halls, but the spirit and animation of the Exposition was chiefly

found in the Midway. The entertainments by the Exposition orchestra and chorus, to which an admission fee of \$1 or more was charged, were poorly attended, and the programs were criticised as of a character too severely classical to suit the holiday surroundings and the tastes of people exhausted from sight-seeing. The Exposition's magnificent orchestra was disbanded early in August. It was composed of excellent musicians, thoroughly trained by its distinguished leader, Theodore Thomas, and its popular free concerts in Music Hall had been well attended and highly appreciated.

An unfortunate disagreement had arisen in the latter part of April and the early weeks of May because of the use in these concerts of a piano of a certain make not represented among the exhibits in the department of musical instruments. Mr. Paderewski, who had volunteered to play at the first concerts in Music Hall, May 2d and 3d, had used this instrument, although its use on the grounds had been forbidden by the World's Columbian Commission because the manufacturer of the piano, having received an assignment of space, had declined to use it on account of dissatisfaction with the rules of the Exposition. Mr. Thomas was involved in this dispute, and every effort was made by a committee of the National Commission to secure his resignation.

The Board of Directors supported Mr. Thomas throughout this controversy. This trouble occupied much time and caused considerable public discussion. After it had somewhat abated, the Executive Committee thought it wise to discontinue the services of the orchestra, in view of the necessity of reducing expenses. When this necessity was communicated to Mr. Thomas, he promptly tendered his resignation and assisted the committee in settling with the members of his orchestra. The loss of

this splendid organization was keenly felt by music lovers, who deemed that music should have been fitly represented with the sister arts in the great Exposition. I am inclined to the opinion that a great Exposition should, if possible, maintain a fine orchestra, capable of giving a few concerts of the highest grade with the assistance of leading vocalists and instrumental performers. Such an orchestra could be divided into two or more smaller orchestras for the purpose of rendering popular music in the open air, and in a partially inclosed building, in connection with a well-organized Department of Public Comfort, where the tired multitude could have an opportunity to rest and refresh themselves in the intervals of sight-seeing. As the attendance during the last three months of an exposition is apt to be two or three times as great as in the first three, it might be possible, in the interest of economy, to confine the heavy expense of such an organization to a season of less than six months.

The bands have already been referred to. There were at first two, and subsequently as many as five were employed at the same time. These bands played in the open air under the direction of the Bureau of Music, rendering excellent programs and contributing largely to popular enjoyment. In the evening the band stands in the Court of Honor were surrounded by crowds swaying backward and forward from one stand to another as the two bands alternated in the concert. A full account of the musical features of the Exposition is given in the report of the secretary of the Bureau of Music, George H. Wilson.

Aside from the musical features just described, there were no forms of popular entertainment in the grounds of the Exposition proper. There were no means of disseminating information as to the special program of the day, except the newspaper published in the grounds, the

Daily Columbian. Days had been assigned by the Committee on Ceremonies to various organizations, to different States, and to foreign nations, and some of these days had been observed with fitting ceremonies, contributing not a little to the success of the Exposition. As examples, I may name Eulalia day, June 8th, and German day, June 16th. The former was the occasion of the formal visit of the Infanta Eulalia to the Exposition grounds. Aside from these two occasions few of the special days during the first half of the season had awakened general interest. What was needed was an active and efficient man, charged with the duty of promoting a series of interesting and amusing functions, for which the picturesque grounds gave most excellent opportunity. The fertility of resource and executive ability necessary to the successful discharge of this office were found in Frank D. Millet, director of decoration in the Department of Works, who, in July, also became known as the director of functions. At the same time the Committee on Ceremonies was discharged and its duties were delegated to the director of functions. The committee had rendered valuable services in the arrangements for the dedicatory and inaugural ceremonies, the entertainment of the Infanta Eulalia and her party, of the Duke of Veragua and his family, and in the celebration of German day. Several members sacrificed a large portion of their time in this service, notably Chairman Lawrence and Messrs. Wacker, Henrotin, and Revell. This department had no budget, and Mr. Millet found it necessary to apply to the Council of Administration from day to day for funds with which to carry out his projects. Money was supplied to him by the council, under authority of the Executive Committee. Mr. Millet arranged for fireworks in the evenings, at least twice a week, during the remainder of the season. The cost of these for the whole Exposition season was \$128,141.13.

On June 17th Mr. Millet gave an example of his talent for organizing picturesque and entertaining displays by sending through the grounds a procession of all the special attractions of the Midway—the Bedouins upon their steeds, the donkeys and camels with their riders from the Cairo Street, the Javanese, the Chinese with their huge dragon, Indians from the Western plains, inhabitants of the Dahomey Village, South Sea Islanders, and the dancers, swordsmen, and other queer people from the Turkish villages. This display was very attractive, and the visitors who saw it spread its fame everywhere, to the benefit of both the Exposition and the concessionaires. Disagreements arose which prevented a repetition of this event, but many of the concessionaires assisted on other occasions.

June 8th was noted for the arrival of the caravels from Spain. These were reproductions of the vessels comprised in the little fleet with which Columbus made his first voyage of discovery. They were built in Spain, and on the 401st anniversary of the sailing of Columbus they had sailed from Palos, under the command of Commodore Victor Concas of the Spanish navy. They arrived at Hampton Roads in the spring of 1893, took part in the naval review at New York, were brought through the Great Lakes to the Exposition, and were received with much ceremony. Subsequently they were formally delivered to the Government of the United States by the representatives of the Spanish government.

The Viking ship arrived a few days later, on July 12th. This was a reproduction of an old Norse ship found buried in the sand upon the Norwegian coast. It was an open boat, ornamented with carved work, and had one mast carrying a square sail, or it could be driven by oars. Captain Magnus Olsen, with twenty men, sailed in this craft from the coast of Norway early in 1893. Like the caravels,

this vessel came by way of the St. Lawrence and the lakes. The strange vessel and its hardy crew were received with much enthusiasm all along their route. The Viking ship, as it lay near the model of the battleship, was a great center of attraction.

The United States military cadets from West Point encamped in August in front of the Government Building. A constant throng of visitors surrounded their camp and witnessed their daily parades.

Free concerts were given in Festival Hall, the performers being from Lady Aberdeen's Irish Village, the Turkish and Chinese theaters, the Hindoo jugglers, Indians from their encampment, the Alaska Indians upon the South Pond, the exhibitors from the Ceylon Pavilion, the Javanese Village, and the cyclorama of the Volcano of Kilauea.

Swimming matches in the lagoons between representatives of different nationalities, canoe and boat races, comical aquatic sports, gondola regattas, a procession of boats of all nations, decorated and illuminated boats, pageants and tableaux of historic scenes, balloon ascensions, parachute drops, tight-rope walking, races on foot and between dromedaries, horses, or donkeys on a track improvised at the west end of the Midway, tugs of war between different nationalities, and yawl races on the Lake Front, were among the means used by Mr. Millet to interest and amuse the people. In fact no one on the grounds so thoroughly understood that spirit of relaxation which it was necessary to awake as did Mr. Millet, to whom this knowledge was a gift. Better than any one else he understood that stiffness and conventionality would ruin even our beautiful Exposition in the eyes of a holiday public, and that those who came once or twice to be instructed would come ten times to be amused.

Small bands and orchestras were provided, and singers, in company or singly, were employed as opportunity offered to add to the gayety of the day or evening. Illumination at night was a favorite device. Mr. Millet and his men often labored for several days to produce some new and beautiful effect upon a certain evening. The Wooded Island was frequently used for this purpose. Most charming effects were produced upon it at a trifling cost with a few colored lights, red and green fire, thousands of little candles, and ballets of a semi-historical character performed upon a stage slightly raised from the ground among the trees. Except as to fireworks, the total expense of Mr. Millet's functions was very small.

To keep the public informed as to what was going on, posters and signboards were used, a thing which in the earlier days of the Exposition were shuddered at as undignified and out of harmony with the surroundings. The following is a sample of the daily programs announced by Mr. Millet's Department of Functions:

TUESDAY, September 19th.

The procession of boats at 2.30 P. M. will assemble at the southeast landing of Wooded Island, then pass north on the east side and south on the west side of Wooded Island, going twice around the island, then disbanding at southeast landing. The order of the procession will be as follows:

One whaler, full rigged ship, Captain Hunt; three Spanish boats from the caravels; one life-saving boat; one whaleboat; cruiser "Illinois"; one Rhode Island striker boat; one gig, the Blake's soundings boat; one Turkish sandal; one Turkish caique; one Hammerfest from Norway; one Norwegian fishing boat; one Nordlands baden from Norway; one Hvidingsobaden from Norway; one Lofoden Islands fishing boat; one pleasure fishing boat; one dory with lobster pots from Massachusetts; one canoe from West Alaska; one Klinket canoe from Alaska; two modern skiffs from the United States; two outriggered canoes from Ceylon; one balsa from Ceylon; two Eskimo kayaks from the Eskimo Village; two Dahomey canoes from Midway Plaisance; one Egyptian boat; one ordinary canoe; one Bragozza fishing boat from Venice; one Jungada fishing raft from Brazil; one Canadian fishing boat; three St. Lawrence skiffs, anglers' boats; one water bicycle, land and water motor; one

aluminum shell; three canvas folding boats, anglers' boats; one yawl; one Japanese phenix boat with net casting; one Japanese boat with fish balloons; three birch canoes with Western Indians; two birch canoes manned by Penobscot Indians; two native boats from British Columbia; one dugout manned by Iroquois Indians; one kayak from whaler "Progress"; float with fishing camp; one sturgeon boat and sturgeon.

The Department of Functions circulated single-sheet posters in the city of Chicago and towns within a radius of 100 miles. Three-sheet posters of the weekly program were put up on billboards within the grounds; 25,000 illustrated general posters were sent out all over the country, and 250,000 "dodgers" were sent out each week to the different railroads, announcing features of the Exposition and advertising the railroad at the end of the sheet.

Under Mr. Millet was a corps of twenty-four men known as the emergency crew, who had their mess and lodgings on the grounds and were subject to call by day and night for the performance of any duty, no matter how hazardous, such as climbing heights inside of great buildings or upon the roofs, acting as firemen, life-saving service upon the lagoons or the Lake Front, decorating buildings, painting, or carpentering.

The following is a list of special days which were observed:

Tuesday, May 8th	Catholic Knights of America.
Wednesday, May 17th	Norway.
Wednesday, May 24th	Maine.
Monday, June 5th	Denmark.
Thursday, June 8th	Nebraska.
Saturday, June 10th	Travelers Protective Association.
Thursday, June 15th	Germany.
Saturday, June 17th	Massachusetts.
Monday, June 26th	New Hampshire.
Tuesday, June 27th	City of Brooklyn.
Thursday, June 29th	Millers' day.
Tuesday, July 4th	Independence day.
Wednesday, July 12th	South Dakota.
Thursday, July 13th	Confectioners' day.
Friday, July 14th	France.
Thursday, July 20th	College fraternities.
Thursday, July 20th	Columbia.

Thursday, July 20th.....Sweden.
 Saturday, July 22d.....Stenographers' day.
 Wednesday, July 26th.....Liberia.
 Wednesday, July 26th.....Commercial travelers' day.
 Wednesday, July 26th.....Turner Bund.
 Thursday, July 27th.....Caledonia.
 Wednesday, August 2d.....The National Union.
 Thursday, August 3d.....Russia.
 Friday, August 4th.....Scotland day.
 Wednesday, August 9th.....Knights of Pythias.
 Wednesday, August 9th.....Virginia.
 Wednesday, August 9th.....Izaak Walton's day.
 Thursday, August 10th.....Louisiana.
 Thursday, August 10th.....Wheelmen's night.
 Saturday, August 12th.....Independent Order of Foresters.
 Saturday, August 12th.....Bohemian day.
 Tuesday, August 15th.....Ancient Order of Foresters.
 Wednesday, August 16th.....Haiti.
 Wednesday, August 16th.....Dartmouth College day.
 Friday, August 18th.....North Carolina.
 Friday, August 18th.....Austria.
 Saturday, August 19th.....British Empire day.
 Wednesday, August 23d.....Buffalo.
 Wednesday, August 23d.....West Virginia.
 Wednesday, August 23d.....Delaware.
 Thursday, August 24th.....Illinois.
 Friday, August 25th.....Colored people.
 Saturday, August 26th.....Machinery Hall day.
 Tuesday, August 29th.....Poets' day.
 Wednesday, August 30th.....Grocers' and Butchers' day.
 Wednesday, August 30th.....Missouri.
 Thursday, August 31st.....The Netherlands.
 Thursday, August 31st.....Ottoman Empire.
 Friday, September 1st.....Nicaragua.
 Saturday, September 2d.....Catholic education day.
 Monday, September 4th.....New York.
 Monday, September 4th.....Labor day.
 Monday, September 4th.....International Eisteddfod.
 Tuesday, September 5th.....International Eisteddfod.
 Wednesday, September 6th.....International Eisteddfod.
 Thursday, September 7th.....International Eisteddfod.
 Friday, September 8th.....International Eisteddfod.
 Wednesday, September 6th.....Wisconsin.
 Thursday, September 7th.....Brazil.
 Thursday, September 7th.....Pennsylvania.
 Saturday, September 9th.....California.
 Saturday, September 9th.....Utah.
 Saturday, September 9th.....Grand Army day.
 Saturday, September 9th.....Stationary engineers.
 Saturday, September 9th.....Transportation day.
 Monday, September 11th.....Silver day.
 Monday, September 11th.....French engineers.
 Monday, September 11th.....Veterans.
 Tuesday, September 12th.....Veterans.
 Wednesday, September 13th.....Veterans.
 Thursday, September 14th.....Veterans.
 Tuesday, September 12th.....Maryland.
 Tuesday, September 12th.....Colorado.
 Tuesday, September 12th.....Shoe and leather trades day.

Wednesday, September 13th..Michigan.
 Wednesday, September 13th..Amateur Athletic Union.
 Thursday, September 14thOhio.
 Friday, September 15thKansas.
 Saturday, September 16thKansas.
 Friday, September 15thCosta Rica.
 Friday, September 15thVermont.
 Friday, September 15thKeeley day.
 Saturday, September 16thRailroad day.
 Saturday, September 16thTexas.
 Tuesday, September 19thFishermen's day.
 Wednesday, September 20th..Fishermen's day.
 Wednesday, September 20th..Patriotic Order Sons of America.
 Wednesday, September 20th..Iowa.
 Thursday, September 21st....Iowa.
 Thursday, September 21st....Sportsmen's day.
 Friday, September 22dState commissioners' day.
 Saturday, September 23d....Knights of Honor.
 Tuesday, September 26th....Independent Order of Odd Fellows.
 Wednesday, September 27th..Indiana day.
 Saturday, September 30thIrish day.
 Thursday, October 5thRhode Island day.
 Thursday, October 5thCarriagemakers' day.
 Saturday, October 7thPolish day.
 Monday, October 9th.....Chicago day.
 Tuesday, October 10thVeteran Firemen's day.
 Tuesday, October 10thNorth Dakota.
 Wednesday, October 11thConnecticut.
 Thursday, October 12thItalian societies.
 Thursday, October 12thSpain.
 Friday, October 13thMinnesota.
 Friday, October 13thTrainmen's day.
 Thursday, October 19thWorld's Fisheries Congress.
 Saturday, October 21stManhattan day.
 Monday, October 23d.....Transcontinental day.
 Monday, October 23d.....Chicago trades day.
 Tuesday, October 24thMartha Washington day.
 Wednesday, October 25thMarine day.
 Friday, October 27thCoal, grain, and lumber dealers' day.
 Saturday, October 28th.....Ancient Order of United Workmen.
 Saturday, October 28th.....Cook County Odd Fellows' day.
 Saturday, October 28th.....United cities day.
 Monday, October 30th.....Columbus day.

The most notable of the special days was that celebrated as Chicago day, on the anniversary of the destruction of the city of Chicago by fire on October 9, 1871. The deepest interest was manifested in this event in the city and throughout the country. None of us will be likely to witness another such popular movement or such a manifestation of civic patriotism. In the city all business was suspended except that of transporting people to Jackson Park. The facilities for that purpose were for the first time unequal

to the task. One of the announcements of the Department of Functions for the previous week was the following:

The Council of Administration, in view of the half million or more visitors who will crowd the Exposition grounds on Chicago day, October 9th, has decided to postpone the cart-horse exhibition as appointed for that date.

Doubtless those who framed this announcement regarded it as something of a jest. No one seriously expected an attendance of half a million. A special "Chicago day" ticket was prepared, bearing upon its back a picture of old Fort Dearborn; a coupon was attached to this ticket, to be detached by the ticket-taker when presented for admission, the body being returned to the visitor for a souvenir. The original order for these tickets was for 1,000,000, but the president, in the interest of economy, reduced the order to 600,000, and only so many were printed. The actual paid attendance on that day was 716,880. Apartments and restaurants near the park were unable to provide for their patrons, but ample accommodations were found a little farther removed. Every suburban railroad running into the city was taxed to its utmost in the morning, while the lines leading to the Exposition — the Illinois Central Railroad, the cable lines, the elevated road, and the steamboats — could not carry the people fast enough. The Illinois Central occupied its whole roadway of eight tracks with Exposition trains. No one turned back because of the crowd. Each one seemed to feel that he must get to the park and pay his admission fee as the evidence of his loyalty to Chicago and to the Exposition. The crowd was remarkable for its perfect order. While this can be said of every assembly on the Exposition grounds, the fact was made more notable at this time because of the immensity of the gathering. In spite of the concourse, there was little dangerous crowding, and comparatively few cases of illness or

injury. Only fifty-seven arrests were made during the day.

The following program was announced for the day:

- 8.00 A. M. to 5.00 P. M....Exhibit of sheep and swine at stock barns; judging of Merino B. sheep and Essex swine during the day.
- 9.00 A. M.....Columbia Liberty Bell rings for Chicago day.
- 10.00 A. M. to 5.00 P. M...."Santa Maria" open to the public free.
- 10.30 A. M. to 5.45 P. M....Battleship "Illinois" open to the public free.
- 11.00 A. M.....Songs of all nations by Columbia chorus on Terminal Plaza.
- 11.30 A. M.....Lineff Russian Choir gives concerts at Festival Hall.
- 1.00 P. M. to 5.30 P. M....Free ride on "John Bull Train" at Terminal Station.
- 2.00 P. M.....Organ recital at Festival Hall by Fred Taft.
- 3.00 P. M.....Exhibition of strength at stock ring by Samson.
- 3.30 P. M.....Lacrosse at stock ring between Iroquois and Western Indians.
- 4.00 P. M.....Concert by Columbian Guard at Festival Hall.
- 6.30 P. M.....Chicago day parade of floats enters park at Sixty-second Street.
- 7.00 and 8.30 P. M.....Electric fountains and Grand Court illumination.
- 7.30 P. M.....Special fireworks on Lake Front and in Court of Honor. Grand illumination of Wooded Island and Midway Plaisance.

The guard on this day numbered 1,556 men. None of them were permitted to leave the grounds during the day. They were assisted by 250 of the city police. The open space in the Court of Honor before the Administration Building was the point of greatest concentration and was carefully watched by the guard. The guard had been previously instructed upon every imaginable point; they were cautioned to avoid making needless arrests, and, while exerting strict vigilance, were told not to interfere with the people unless a tendency to disorder was observed. The entire absence of such a tendency was one of the marked features of the occasion. At times the numbers in certain buildings were so great as to prevent circulation and the situation became dangerous through the pressure for entrance of those outside who were not aware of the condition within. In such cases the guards refused admission for a time until the congestion was relieved.

The crowds diffused throughout the grounds remained without apparent abatement during the whole day and evening, although many visitors withdrew before the close of the afternoon. Others delayed the homeward movement until late, with the hope of avoiding the crush of the morning. Thus the movement from the park was distributed over a period two or three times as great as that occupied by the movement in the contrary direction, and all reached their homes without discomfort or danger.

The events of Chicago day thoroughly tested and demonstrated the efficiency of the Columbian Guard. For a full understanding of this organization and the manner in which its duties were performed, the report of the commandant, Col. Edmund Rice, should be consulted. This is attached to the report of the director of works, but it is proper to notice here this important branch of the administration.

Col. Edmund Rice, U. S. A., was detailed by the Secretary of War for duty at the Exposition, for the purpose of organizing the Columbian Guard to preserve order and protect property. Previously he had been attached to the staff of Maj.-Gen. Nelson A. Miles, commanding the Department of the Missouri. Colonel Rice began the organization of the guard during the winter of 1891-92. In April, 1892, the guard numbered 164 men, including gatekeepers, firemen, and three officers. In June the number of men had been increased to 250. By the Act of Congress of August 5, 1892, the Secretary of War was authorized to detail other officers for duty at the Exposition, and in the same month Captains F. A. Smith and Curtis B. Hoppin were so assigned, the first taking the position of adjutant and the second that of quartermaster. The adjutant had charge of all papers and the issuing of orders, and acted for the commandant in the absence of the latter. He was the executive

officer, and for a time all persons arrested were brought before him for a preliminary hearing. Subsequently, when his duties increased, the work of examining persons arrested was done by the officer of the day, and the adjutant was further relieved by the appointment of First Lieut. W. H. Gordon as assistant adjutant.

The quartermaster had charge of the equipment of the guard, their uniforms, etc.; he also had charge of the wagons and horses owned by the company, the purchasing of the horses for the service of the Exposition, and their maintenance.

At the dedication in October, 1892, the active force of the guard stood as follows:

Guard	11	officers	367	men
Fire Department.....	3	"	55	"
Total.....	14	"	422	"

On Dedication day, in addition to this force there were 650 police on duty immediately outside the gates. From this time on the guard was recruited as rapidly as possible, with due regard to the high standard of discipline which its commandant exacted. By March, 1893, it had been increased to 700 men, and on May 1st to 1,550 men and 20 officers. Its discipline was of a military character. It was divided into a number of companies, each company commanded by a captain, who was usually an army officer. The military drill of the guard consisted of one half hour three times a week in the "school of the soldier" and "company without arms." In addition to this they received fire drill one hour three days a week. Fire drill consisted of the use of portable fire appliances, automatic hose reels, hose, hose carts, and hydrants, the intention being to familiarize the guard with the duties of firemen in order that it might assist the Fire Department in case of emergency. The highest number employed in the guard was in June,

1893, when the force numbered 2,064 men. The necessity of economy was so pressing at this time that the commandant was ordered to reduce his forces to 1,500 men, but after careful consideration, the Council of Administration modified this order, and authorized the commandant to maintain a force of 1,700 men in the regular line of the guard.

A secret service force of 205 men was employed under the superintendence of Capt. John Bonfield, formerly inspector of city police in Chicago. This force was made up of men appointed by the chiefs of police of various cities in this and other countries, for service at the Exposition, the theory being that with trained and experienced detectives of such antecedents it would be easy to recognize the thieves and sharpers who might be expected to gather at Chicago during the progress of the Exposition.

A "special service corps" of sixty men was made up of the remnant of a corps of guides which had been formed in anticipation of a demand for guide service. As the demand did not appear, the youths who had been trained to meet it were used as guards wherever possible. In some cases guards were hired by exhibitors who desired to use extra care in the protection of their property. The rules provided that such guard service might be hired at \$2.50 per day, and in October about forty were so employed.

During the six months preceding the opening of the Exposition, the commandant endeavored to raise his corps to the highest degree of efficiency, and drilling and guard duty were carried on industriously. Every effort was made to cultivate a habit of constant watchfulness for incipient fires, and each infraction of discipline was promptly met and suitably punished. During the bitter winter guard duty was severe, and the commandant relates humorously that one method of punishment for infractions of discipline

was by requiring the culprit to do service in the southern and most exposed part of the park. This district came to be known as "Siberia."

During the Exposition season one sergeant of each company acted as inspector. The inspectors were required to report daily any neglect of duty or other matter requiring attention which should come under their notice. They were required to observe the condition of the grounds, fences, sewers, water system, buildings, leaks in roofs, broken electric lights, careless use of tinnerns' fire pots, stoves, salamanders, carelessness of workmen or accidents to them, bad condition of bridges, condition of fire appliances, etc. They were required to inspect the appearance and discipline of the guards, question them as to practical knowledge of the grounds, and of the use of the fire-alarm boxes, report any discourtesy to visitors, any neglect of duty by firemen on watch or janitors working at night, or any accumulation of debris or of inflammable material.

During the Exposition the guard was divided into twenty companies, each company having charge of a specific district. Sleeping quarters for the guard were provided in most of the large buildings, and there were large accommodations in the Service Building, where the office of the commandant and the headquarters were located.

When the guard was first organized the men were sworn in as special policemen by the city superintendent of police, but later the director of works was appointed superintendent of Jackson Park and the Midway Plaisance by the Board of South Park Commissioners. This enabled him to swear in the members of the guard as South Park patrolmen, which gave them police jurisdiction within the grounds. Their police authority ceased at the boundaries of the park; therefore two city police officers were always on duty at the headquarters of the guard, one of whom

always accompanied the patrol wagon as escort for arrested persons sent to the police station at Woodlawn Avenue. From fifteen to twenty regular army officers were always on duty at the park during the Exposition season. One of these officers, as officer of the day, was always on duty at the headquarters of the guard, ready to act in any emergency.

The utmost vigilance prevailed in guarding against fire, the inflammable nature of the buildings being such as to cause constant anxiety in all minds. The large force of janitors was subject, to a certain extent, to the officers of the guard, and was drilled in fire duties. Many of the janitors took service with exhibitors and concessionaires, to whom their knowledge of fire duty was likely to be advantageous.

On the whole the Columbian Guard was a most satisfactory arm of the service. Its officers were gentlemen of culture and refinement, yet strict disciplinarians and accustomed to command men. The guards were chosen for their strength, activity, good appearance, and intelligence. Their rather slight proportions caused them to look less formidable than the average heavy-weight policeman, but they were capable of greater endurance and were far more active than the ordinary city police. I can recall no instance of fire or other danger when the guard failed to show a high degree of efficiency, nor any occasion that their firmness, patience, and courtesy was not fully equal to.

As has been observed before, there was a lack of coöperation between the guard and the departments of Admissions and Collections, so that these latter departments frequently could not rely upon the guard when necessary, while at the same time they were subject to their interference. I am inclined to think that as between the Department of Admissions and the guard there was a lack of

discretion on the part of certain officers in both bodies. The trouble was probably not with the system, but with individuals. In the case of the Department of Collections, much complaint was received that the guard could not be made to assist in keeping concessionaires in wholesome respect of the departmental rules. This may have been due to the semi-military character of the organization and the unwillingness of officers and men to perform certain forms of police duty, their reluctance to receive orders except from their immediate superiors in their own service. Thus the agent of the Department of Collections, endeavoring to bring refractory concessionaires to terms, might find the Columbian Guard looking on with cool indifference when a little assistance would have been of great service. The contracts with concessionaires gave the Exposition power to enforce its rules and to prescribe the methods for auditing business. The arm of the service through which these rules should have been enforced was, of course, the Columbian Guard, while, in fact, its aid was very meager. There should have been the closest possible coöperation between the superintendents of Admissions and Collections and the commandant of the guard. The superintendents should have been able to obtain prompt attention and quick action from him or any of his officers at any moment. This one thing I was never able to bring about, by any means, but under similar circumstances it should be insisted upon as a *sine qua non*, even though the consequences might be the removal of the semi-military character of the guard, which was so attractive and, for some purposes, so very efficient.

After the Exposition was closed the guard was reduced as rapidly as possible. A considerable reduction was made at once, for, though the necessity of guarding exhibits was greater than ever, the crowds of visitors had disappeared

and the work of preserving order was considerably lessened. As fast as buildings were cleared of exhibits, guards were discharged, and the service was finally discontinued in May, 1894. A remnant of the picturesque Columbian Guard remains at the Field Columbian Museum, where the guards wear the well-known uniform.

The attendance for the week beginning on Chicago day, Monday, October 9th, was the largest of the Exposition. It was as follows:

October 9th.....	716,881
October 10th.....	309,294
October 11th.....	309,277
October 12th.....	275,217
October 13th.....	215,343
October 14th.....	200,891

For the rest of the month the attendance ran from 200,000 to 300,000 a day. Even in the midst of these large numbers it was quite possible to enjoy the Exposition, for the great extent of the grounds made congestion very unusual.

On October 11th the directors gave a banquet to the commissioners of the foreign nations represented at the Exposition. Elaborate preparations were made for this occasion, which was intended to be the crowning social event of the Exposition, just as the Chicago day celebration had been the principal popular demonstration. The representatives of the nations had not, up to that time, been gathered together as the guests of the management of the Exposition, although numerous banquets and other entertainments had been taking place daily for many months. The commissioners of the different nations had entertained each other and the officers and directors of the Exposition, and the commissioners of the several States had entertained each other and the officers and foreign commissioners. The foreign commissioners had usually observed their national holidays or the birthdays of their rulers in this

manner. The British royal commissioners and the commissioners from the British colonies had given a banquet in honor of the queen's birthday at the Virginia Hotel, and this was attended by officers and directors of the Exposition, members of the National Commission, foreign commissioners, and commissioners of the several States. The national commissioners had also given a banquet to their president at the Auditorium, at which all of the various great interests of the Exposition were represented. It was not possible for your officers to attend all of these functions, but their absence was always pardoned on account of the pressure of other duties. Nevertheless, a more thorough observance of social courtesies would have been highly creditable to our city, and I would recommend systematic and punctilious regard for such matters in an exposition of this kind. By this means personal acquaintance and friendly regard are fostered and business arrangements between the various interests represented in an exposition can be subserved. The management of our Exposition should have entertained earlier in the season, and not once but several times.

The directors' banquet was too large to be a perfect success. It was attended by several hundred guests. The pressure for invitations was very great, and much difficulty was experienced in any attempt to limit the number. Nevertheless, the commissioners of the nations, whom it was intended to honor, could have been more suitably entertained in a less numerous gathering. Every effort was put forth to make the banquet the most brilliant of the season. The directors appointed a committee, consisting of Messrs. Walker, Henrotin, Ellsworth, Scott, Revell, and the president and director-general, to take charge of this entertainment. It was decided that it be held in Music Hall, the floor of which was raised so as to make a con-

tinuation of the stage the entire length of the room. The hemicycle at the back of the stage was filled with banks of foliage, palms, rubber plants, magnolias, etc. A canopy was formed of long yellow and white draperies extending from behind these plants up to the proscenium, and beneath, arching this canopy, the flags of the forty-eight nations represented at the banquet hung in a semicircle, with the flag of our country in the center. Rows of incandescent lamps in various colors were placed along the edges of the galleries; ferns and other plants and flowers were distributed about the room at frequent intervals. Oak boughs were festooned about all the columns from top to bottom. The sixteen arches were similarly treated, and behind and beneath these arches were hung large flags of the various nations represented. The shape of this beautiful hall lent itself to the purpose, and its fine ornamental work and colors heightened the effect.

It would be difficult to imagine a more graceful and charming setting than that of the directors' banquet. Tables of many shapes and sizes were arranged, completely filling the room, the aim being to make all the tables of equal prominence. Roses and ferns in profusion were used to decorate these tables. Each table was presided over by an officer or ex-officer of the Exposition. At one, your president presided, with President Palmer, of the World's Columbian Commission, at his side. Others were presided over by ex-Presidents Lyman J. Gage and William T. Baker, Director-General George R. Davis, Vice-President Ferdinand W. Peck, Second Vice-President Robert A. Waller, and Director of Works Daniel H. Burnham. The following is the list of toasts:

Salutation, Harlow N. Higinbotham, president World's Columbian Exposition.

"President of the United States and Rulers of Other Nations," Thomas W. Palmer, president World's Columbian Commission.

"The Birth of the Exposition," Lyman J. Gage, ex-president World's Columbian Exposition.

"Design of the Exposition," Daniel H. Burnham, director of works.

"Great Britain and Her Colonies—Canada, Ceylon, Cape Colony, British Guiana, Jamaica, New South Wales, Trinidad," Florence O'Driscoll, M. P., royal British commissioner.

"Illinois," Governor John P. Altgeld.

"The German Empire," Dr. Max Richter, imperial representative commissioner.

"City of Chicago," Mayor Carter H. Harrison.

"The French Republic," Edmond Bruwaert, consul-general and acting commissioner-general.

"The Development of the Exposition," W. T. Baker, ex-president World's Columbian Exposition.

"The Russian Empire," C. Ragousa-Soustchevsky, acting commissioner-general.

"The Kingdom of Spain," E. Dupuy de Lome, minister plenipotentiary and royal commissioner-general.

"The Closing Days of the Exposition," George R. Davis, director-general World's Columbian Exposition.

"The Austrian Empire," Anton von Palitschek-Palmforst, imperial royal consul and commissioner-general.

"The Kingdom of Italy," Marquis Enrico Ungaro.

"The Executive Commissioners of the States of the Union," Edward C. Hovey, vice-president National Association of Executive Officers.

"The Future Influence of the Exposition," Harlow N. Higginbotham, president World's Columbian Exposition.

The galleries had been arranged for the entertainment of the ladies, who, from this point, could overlook the scene below and listen to the responses to the various toasts. The guests were conveyed to the Exposition grounds by two trains, which left Central Station at Twelfth Street at 6 and 7 o'clock; the second train conveyed the ladies. Owing to the size of the hall and the many guests, it was not possible to evoke that enthusiasm and unity of hearts and minds which is the highest test of the success of an entertainment of this kind. At times confusion prevailed. Speeches could not be satisfactorily delivered nor distinctly heard from all points. Moreover, there were no facilities for serving a banquet in the building. A temporary kitchen,

with appliances for serving several hundred guests, had to be provided, and the result was not satisfactory.

Notwithstanding these drawbacks, the memory of that beautiful hall and brilliant assemblage will not soon be forgotten by those who participated in it.

To the management the latter days brought a sense of great relief, with a feeling of extreme weariness. The debts were paid and there was a surplus sufficient to pay all expenses of closing, with a million dollars besides to return to the stockholders. The work was done. There was no more rush or hurry, for the battle was over. Nevertheless there was sadness in every heart as it became realized that the great Exposition was to be closed and removed, and that the waste place which had blossomed and grown so beautiful would soon become almost as barren as it had been at first. Fortunate as the Exposition had been as to beautiful weather, the month of October was its crowning glory. There was a slight coolness in the air, enough to make exertion pleasant; the sky was blue and the lake more blue; the white city was bathed in purest sunshine beneath its hundreds of floating banners, as the great enterprise came to its closing day.

Preparations had been made for suitable ceremonies in Festival Hall according to the following program:

1. Music.
2. Prayer.
3. Address by the president of the World's Columbian Exposition.
4. Music.
5. Address by the director-general.
6. Music.
7. Address by the president of the Board of Lady Managers.
8. Music.
9. Presentation of awards that have been submitted to and approved by the World's Columbian Commission to foreign exhibitors, by the chairman or vice-chairman of the Committee on Awards.
10. Address by a representative of foreign nations.
11. Presentation of awards that have been submitted to and

approved by the World's Columbian Commission to American exhibitors.

12. Address by a representative of American exhibitors.
13. Music.
14. Address by a representative of the State commissioners.
15. Remarks by the president of the World's Columbian Commission and closing of the Exposition.
16. "Auld Lang Syne" sung by the audience, directed by Mr. Tomlins.
17. Benediction.

Open-air entertainments were provided as follows:

A national salute at sunrise, at noon, and at sunset.

A representation of the landing of Columbus, on the lake shore.

Daylight fireworks at noon.

A great band concert from 2.30 to 4.30, in the Administration Plaza.

An illumination of the grounds and buildings during the evening, with a grand display of fireworks on the lake shore and in the Court of Honor.

On Saturday night, October 28th, an event occurred which changed these plans entirely and caused the Exposition to close in the shadow of a great tragedy. Hon. Carter H. Harrison, the mayor of the city and a member of your body, was assassinated at his home at about 8 o'clock in the evening. The law had fixed October 30th as the day for closing, but on this day the flags were at half-mast and the bands played only solemn music. At noon the officers of the Exposition and of the Commission, with the directors and commissioners, assembled on the platform of the Festival Hall, and with them came the representatives of the various nations. The public was admitted to the extent of the accommodation of the hall.

President Palmer opened the ceremonies with the following remarks:

It was intended that the proceedings of to-day should be of a joyous character; that the closing ceremonies of the World's Columbian Exposition of 1892 and 1893 should be attended with festivities, the firing of cannon, the music of bands, the making of addresses, and with song. But a terrible tragedy has intervened and has made this day, which we proposed to have a day of jubilee, a day of mourning. The

mayor of this city, who has done so much to create this Exposition, has been shot down, assassinated in the portals of his home. He was a man whose heart beat responsive to every pulsation of this great international gathering, and in view of this catastrophe it has been deemed fitting that the elaborate program should be omitted and that the exercises should comprehend only prayer, the submission of some resolution of respect, regard, and condolence, then only two or three announcements, and the closing of our ceremonies by the benediction.

Prayer was then offered by the Rev. Doctor Barrows of Chicago, after which the following preamble and resolutions presented by your president were adopted:

A deep and heartfelt sorrow has fallen on the closing hours of the World's Columbian Exposition. Death, come as it may, leaves as a heritage to the living mental pain and suffering, immeasurably intensified when its agency is a cowardly and infamous assassin.

Nothing has ever occurred in our midst that has so disturbed and distressed our citizens as the very wicked and wanton termination of the life of Hon. Carter H. Harrison. In the vigor of life, in the possession of a full measure of health and strength, in the enjoyment of the confidence and esteem of all, in the quiet evening of a day with its duties done, he sought rest only to be aroused by the rude entrance of an assassin bent on his destruction for a grievance wholly imaginary. The tranquillity of the city has been shaken as if by an earthquake. The officials of the World's Columbian Exposition, the commissioners of the several States, mourn the loss of an honored official, and lay on the altar, preserved and kept sacred to his memory in the hearts of all his friends, this humble tribute of respect and admiration.

Speaking for all here assembled, representatives of the various interests that have made this Exposition so grandly successful in both its national and its international character, we claim Carter H. Harrison was something more than the chief magistrate of this metropolitan city. As a director of the World's Columbian Exposition he at all times sought to impress on the Exposition its true national and international character, and to emphasize the fact that it was promoted by, and in the interest of, the people of all the world. As chief magistrate of the city, charged with the duty of providing accessories commensurate with the full scope of the Exposition, and the care and entertainment of all who came at the invitation of the National Government, he has been at all times generous in personal and official hospitality.

To all our friends, without distinction of race or nationality, his welcome has been cordial, generous, and unstinted. No official has done more to impress on the Exposition its true character of generous rivalry among nations and individuals in all things that tend to national prosperity and international brotherhood, and none in his representative

capacity could have more thoroughly attested the generous hospitality of this city, whose chief magistrate he was.

While we admire and honor the varied mental attainments of the late Mayor Harrison, and mourn the loss of an official and personal friend, we bow with reverence to the will of our Heavenly Father, "who doeth all things well," grateful that the life of our brother and friend was spared until the closing hours of the Exposition.

To the children and family of our brother we tender our deepest sympathy, and to the city and people whose friendship and hospitality we have so long enjoyed we express our deep sorrow at the loss of their accomplished and honored chief magistrate.

Resolved, That the foregoing minutes be adopted by this assembly, consisting of the officials of the World's Columbian Commission, the World's Columbian Exposition, the representatives of foreign nations, and the commissioners of the several States and Territories, and that a duly engrossed copy thereof, under the hands of the president of this assembly and the chairman of the joint Committee on Resolutions, be transmitted to the family of our deceased brother Carter H. Harrison, and that copies thereof be also delivered to the World's Columbian Commission and the World's Columbian Exposition.

Be it further resolved, That we commend and approve the order of the director-general rescinding the order heretofore issued for closing ceremonies, but we deem it proper and advisable that the several officers appointed to address this assembly on the several subjects assigned to them respectively, as a part of the closing ceremonies of the Exposition, be requested to deliver such papers to the secretary of the World's Columbian Commission, to be filed with and made a part of the records of the Exposition.

After this formality was completed, President Palmer again came forward and said:

As all present know, it had been the intention to follow out in every detail the elaborate and impressive program of exercises that had been prepared. It would have been enhanced and enriched with music, with festivities, and with the firing of cannon. It had been intended to bring these exercises to a close at sunset by the fall of the gavel simultaneously with the salute of artillery; but all this has been changed. Only the firing of the gun and the lowering of the flag will signify the end of the World's Columbian Exposition at sunset. And now for then, in obedience to the provision of the Act of Congress creating this Exposition, I declare the World's Columbian Exposition officially closed.

All these proceedings were heard quietly and without demonstration of any kind. It was an impressive and, at

times, a very solemn scene. The address prepared by your president for the closing exercises, prior to the death of the mayor, was excepted from the order consigning all the addresses of the officers to the records without reading, because of the appropriateness of its language to the changed conditions produced by the terrible occurrence. The thoughts awakened by the approaching death of the Exposition seemed to have acquired a new meaning, and the address was, therefore, read by Doctor Barrows. The closing portion was as follows:

This is not the time for exultation over our victory, except in so far as to recognize that without the favor of the God that guided the frail craft of the voyagers 400 years ago to this land, it could not have been achieved. Exultation would be undignified. Gratitude to the Almighty is the only feeling that I can harbor in my breast except the sorrow which the closing hour evokes. We are turning our backs upon the fairest dream of civilization, and are about to consign it to the dust. It is like the death of a dear friend. It is like bidding farewell to one's youth. It is like all those times in the life of a man when the thoughts of the present are choked with the emotions of the past. At such times the call of duty alone can uplift the heart and arouse it to meet the things that are yet to come. That call is upon each one of us now. It echoes in the hearts of all that have been touched by these wonders which God has brought to pass. It bids us learn the lessons of the past season to the everlasting benefit of ourselves and our children. It bids us to appropriate to ourselves the imperishable parts of this high feast of the arts, industries, and sciences, and so embalm them in memory's treasure house that they may be best preserved and produce the largest fruits in the generations to come.

Let us go forward and meet the duties of the future without fear, sustained by the faith that what we have wrought will endure and forever stand as a beacon light, guiding others to loftier heights and greater achievements.

Doctor Barrows then spoke the solemn words of the benediction, while all rose to their feet and stood in reverential attitude.

As the audience filed out of the hall, Beethoven's "Funeral March" was rendered with impressive effect.

The actual closing occurred a few hours later, when, for

the last time, the great flags were hauled down from the flag-staffs on the Administration Plaza amid an assemblage of silent spectators. A large crowd of visitors assembled to witness this ceremony and waited in silence for the moment to approach. From the windows and balconies of the Administration and other buildings on the Court of Honor, directors and officials, with their friends, including many ladies, watched for the signal with feelings of regret and sadness. The great flags had been at half-mast on the graceful standards upon the Plaza all day, on account of the recent tragedy. At sunset they were silently lowered to the ground and their folds fluttered down upon the multitude beneath, where they were gathered up by the employes and borne into the building, while the bystanders stood with uncovered heads. Many of those who witnessed this simple act could not restrain tears of sorrow for the sad ending of the glorious Exposition.

CHAPTER XIV.

POST-EXPOSITION WORK: REVIEW.

WITH the close of the Exposition the labors of the Council of Administration came to an end. The council had been organized for the purpose of conducting the general administration of the Exposition. The Exposition season was now ended and the differences which had existed during the period of preparation and the early months of the season were forgotten. The World's Columbian Commission was about to adjourn, probably not to reassemble. The council could resign its powers into the hands of the Board of Directors of the World's Columbian Exposition, whose officers would see that exhibits were removed, that proper courtesies were extended to the representatives of foreign nations upon the grounds, and that business affairs were closed up as rapidly as possible.

The council held its last meeting on Friday, November 10, 1893, and closed its records. Its members shook off their long established habit of close association and turned once more to their personal pursuits, with the exception of your president, whose labor was not yet ended.

I desire here to pay a tribute of affection and respect to my colleague, Charles H. Schwab, whose patience, even temperament, and excellent business ability assisted us greatly in disposing of the work of the council.

On October 27th Daniel H. Burnham resigned his position as director of works. His resignation was accepted by the Board of Directors with expressions of esteem for that

distinguished officer and of appreciation of his eminent services. He was succeeded in the control of physical forces on the grounds by the assistant director of works, Ernest R. Graham, who, on November 1st, was appointed general manager, with a salary at the rate of \$600 per month.

Much regret was expressed because the beauty of the grounds would soon pass away and the magnificent buildings be destroyed. Efforts were made to retain at least some portions of the edifices. The futility of these efforts was shown by those who understood the character of the buildings and their construction. They were designed only for temporary service, and their safety and durability was not expected to outlive the Exposition. Their retention would have required constant outlays of considerable sums for repairs. Dilapidation began almost as soon as the Exposition season closed. When the landscape department ceased to care for the grounds their beauty was quickly marred by accumulations of waste. The hauling of a few team loads of heavy exhibits revealed the temporary character of the roads. Fragments of staff began to scale from walls or drop from cornices, and within a week the grounds had lost the freshness which had been maintained only by constant attention.

Requests for pieces of the statuary began to be presented—one from Pennsylvania for the statue of Benjamin Franklin, which stood in the south entrance of the Electrical Building; one from Colorado for the equestrian statues of the "Cowboy" and the "Indian," which stood on the shore of the lagoon east of the building for Transportation Exhibits. Such requests were referred to a committee, and several of them were granted. Mr. Graham was instructed to preserve carefully all loose property in the park, and when it was no longer needed, to sell it to the best advan-

tage. For a time sales were made under the supervision of the committee, of which Adolph Nathan was chairman. Later, prices were fixed by Mr. Graham, with the approval of your president. The Midway Plaisance was closed to the public on November 1st because of an attempt of the concessionaires to operate their concessions without payment of percentages, and because it was deemed best to close the Exposition with promptness, to facilitate the removal of exhibits and other valuables, and terminate the great fire risks then in the park.

Railroad tracks were quickly replaced, steam cranes reappeared, and the removal of exhibits went rapidly forward. This work was done by the Department of Transportation, under the rules that existed in the period of installation. On December 1st the Kimball & Cobb Stone Company contracted to remove exhibits at the rate of 5 cents per hundredweight. As it appeared that at this rate the work was done at a loss, the compensation was afterward raised to 6 cents per hundredweight. This arrangement greatly lightened the work of the department, and its force was soon reduced to a few men. In March its last employe was discharged.

Previous to the close of the Exposition Mr. Burnham had given attention to the compiling of a report of the Department of Works. At the close of the season he undertook the preparation of the report, and gave to it much time without compensation. J. W. Alvord, superintendent of grades and surveys, and F. O. Cloyes, chief draughtsman, with the forces under them, were detailed to assist in this work, upon which they spent some months. The elaborate report which they produced was comprised in eight volumes, each 21 inches long, 28 inches wide, and $3\frac{1}{2}$ inches thick. It contains many full-page photographs and several hundred smaller ones, illustrating the progress and details

of construction, the landscape, and numerous Exposition scenes, all mounted on heavy card-board. The cost to your company of preparing this report was \$24,925.83. A statement of its contents appears on page 205.

Immediately upon the close of the Exposition your company found itself under the necessity of effecting a settlement with the Board of South Park Commissioners, from whom the use of Jackson Park and the Midway Plaisance had been secured for the Exposition. The ordinance granting the use of this park property provided that it should be restored to the control of the commission on January 1, 1894, except such parts thereof as might be occupied by the buildings or other constructions of your company; that the buildings on the north eighty-four acres of Jackson Park (the Art Building, State buildings, foreign buildings, etc.) be removed prior to May 1, 1894, and that the remainder be removed prior to May 1, 1895. The ordinance further provided that Jackson Park and the Midway Plaisance be surrendered to the park commissioners in as good condition as they were in at the passage of the ordinance.

Under the terms of the ordinance a bond in the penal sum of \$100,000 had been given by your company for the faithful performance of the conditions named, and to save the park commissioners harmless from all damages for the use of the property by the Exposition. A second bond of the same tenor and effect, and for an additional \$100,000, was to be given by your company before proceeding to remove any of the buildings.

It was the theory of the officers of your company that the park had been materially benefited by the work done for the Exposition, especially in the large amounts of dredging and filling. It had also been customary, when estimating resources, to include a large amount for salvage on

buildings. In the first budget, February, 1891, the salvage had been estimated at \$3,000,000. At the close of the Exposition grave doubts were expressed whether any sum whatever could be realized from the buildings above the cost of their removal; many believed that the cost of removal would be greater than the salvage, particularly as the time in which they were to be removed was limited.

A committee was appointed by your Board of Directors, composed of the president, the director-general, and Messrs. Stone, Walker, and Gage, to negotiate with the park commissioners. The commissioners claimed that the Exposition had damaged the park very greatly by the destruction of trees, in both the improved and the unimproved parts of the park and the plaisance; by covering black soil and mixing it with sand; by the destruction of lawns and roads in the improved portions, and by other items more or less important.

The chief business of your company at this time being to secure assets, adjust claims, and close up its affairs at the earliest moment, consistent with the true interests of the stockholders, it was thought possible to effect a settlement with the Board of South Park Commissioners by which, after the removal of exhibits and other property not belonging to your company, the buildings might be turned over to the commissioners to be used as they should see fit, they, in return, to release your company from the bond given in 1890 and from all other claims consequent upon the use of the park for the Exposition.

In answer to the claims for damages to the park set up by the commissioners, your committee prepared a statement of benefits and improvements which had accrued to the park by reason of your occupancy thereof, and an estimate of the value of the buildings, tools, and other property which your company could turn over to the

commissioners. They still insisted that the damages sustained were greater than the improvements, and that the possibility of obtaining salvage from the buildings was too remote to be treated as an offset to the balance in their favor. They required the payment of a sum in cash in addition to the surrender of the buildings and other property.

After several conferences between the Board of South Park Commissioners and your committee, a complete settlement was arrived at early in December. It was agreed that your company should pay to the Board of South Park Commissioners the sum of \$200,000, and in addition should turn over to it property consisting of twenty-seven exhibit buildings, bridges, piers, band-stands, road-rollers, tools and implements, lamp-posts, pipe fittings, plumbers' materials, the Statue of the Republic, etc., in consideration of which your company was released from all its obligations under the original ordinance granting the use of Jackson Park and the Midway Plaisance, its bond for \$100,000 being canceled and surrendered. Your company retained also the right to occupy the park for the removal of exhibits and of all property not conveyed to the Board of South Park Commissioners by the terms of the settlement, after which its connection with the park was to be entirely closed.

The settlement thus effected was a source of general satisfaction and relief to the directors, officers, and stockholders of your company so far as their wishes could be ascertained informally. It obviated the necessity of keeping up an expensive organization for the purpose of demolishing the buildings. The settlement removed at a stroke every possibility of claim upon your company for damage done to the park by reason of our long occupation thereof. Numerous claims might justly have been presented, though in some instances trifling, and nothing short of a complete

and sweeping adjustment, covering every possible ground for claim, would have answered the purpose. The settlement was made effective by an ordinance passed by the South Park Commission, December 29, 1893. This settlement and the contract with the Kimball & Cobb Stone Company for the removal of exhibits permitted the working force employed by your company to be reduced to a comparatively small number on the first day of January, 1894, thus justifying the hope that our affairs might be closed more rapidly than we had anticipated.

On December 13, 1893, the Committee on Adjustment, appointed by the Executive Committee in the latter part of the preceding May, to deal with concessionaires and settle their claims for or against the Exposition, submitted its final report. Since its appointment this committee had been in almost continuous session at Jackson Park until November 10th, and after that time had held its meetings in the city. Its labors had been great and the results more than satisfactory. During the first half of the Exposition, allowances had been made to concessionaires on account of damage to their business through the failure of electric current, the incompleteness of roads, or other causes for which your company was clearly responsible. These allowances were frequently in the nature of compromises for the collection of large sums due the Exposition and withheld by the concessionaires. In this work the committee had the assistance of Samuel S. Page as attorney. In addition to adjusting claims, the committee assisted the superintendent in collecting from delinquents, giving him moral support and the aid of the attorney. The allowances made by the committee to concessionaires amounted to \$122,016.48—a considerable sum, but small in comparison with the total collected and collectible from concessionaires, which was over \$4,000,000. A full and complete report was submitted by

the committee and placed on file (Document No. 2,086, secretary's office), giving in each case the nature of the claim and the amount allowed by the committee. The Executive Committee fully recognized the importance of the labor performed by the Committee on Adjustment, and gave to its members, Adolph Nathan, Thies J. Lefens, Andrew McNally, and Edward F. Lawrence, a vote of thanks.

Your auditor, William K. Ackerman, resigned on November 29, 1893, at the same time submitting to your president a careful, thorough, and comprehensive report of his work and of the operations of the treasurer's office from the organization of the company to the date of his resignation. A little reflection as to the magnitude of our operations, and the trying nature of the auditing, bookkeeping, and other financial work of your company, will enable any director to appreciate the services which Mr. Ackerman rendered, but to thoroughly understand his energy and devotion to the company's interests one must have served with him and had the opportunity to come frequently in contact with his office through business channels. Charles V. Barrington, the assistant auditor, acted as auditor after Mr. Ackerman's resignation until June 1, 1896. He then turned the books over to E. Norton White of the secretary's office, who has had charge of them since, and has made what few entries were required by our collections and disbursements.

To further reduce the force employed, it had been ordered that the services of the employes of the exhibit departments should be discontinued on January 1, 1894, the chiefs of departments to be continued until April 1st for the purpose of preparing their reports. Owing to delays in the removal of exhibits, this order could not be obeyed strictly, and a few clerks and stenographers were retained

until the 1st of February or the 1st of March; then the organizations of the exhibit departments went out of existence, their papers being turned over to the director-general with the reports of the chiefs. The Department of Publicity and Promotion was discontinued at the close of the Exposition; that of Foreign Affairs was at the same time reduced to small compass by the resignation of its chief and most of the subordinates, leaving one or two clerks to transact such business as might be necessary, under the direction of the director-general.

The secretary of the Bureau of Music, George H. Wilson, and the medical director, Dr. John E. Owens, were continued in service until April 1st, to give time for the preparation of their respective reports.

The departments of Admissions and of Collections were reduced to small compass as soon as the Exposition closed. A charge was still made for admission to the park after November 1st, but the attendance was soon very small. After November 10th the rate of admission was reduced to 25 cents, and on November 15th the departments of Admissions and Collections were merged in the offices of the auditor and treasurer, the superintendents being continued in the service to make careful reports upon their work.

The models of all the statuary in the park, having been carefully preserved, were presented to the Field Columbian Museum. On the 1st of January little remained in Jackson Park to require the attention of your officers except the exhibits, the removal of which was proceeding more slowly than had been expected. The foreign exhibits were the last to be removed. The formalities of the customs officials, which had to be observed before foreign exhibits could be removed from the grounds, were such as to require some time, and the large amount of material

waiting to be removed created in the customs office a congestion which, for a time, it was difficult to overcome.

It is a fact, however, that the delays in the custom house were used as an excuse in many instances where exhibitors were in no hurry to move. Many foreign exhibitors wished to dispose of their goods in this country, and many of their employes, whose services and salaries ended with the shipment of the goods, were little disposed to hasten the shipment. The Exposition management and the collector of customs received much criticism for these delays, but it soon became apparent that serious delays were usually chargeable to the exhibitors themselves or to their employes or representatives. The contractors for the removal of exhibits were prepared to ship any exhibit of reasonable size on twenty-four hours' notice, and customs documents, in proper form, could be obtained in a like period when diligent effort was made. In some instances, where exhibitors were indebted to your company for services performed, or for power or light furnished, the empty packing cases were not delivered from the storehouse until all these claims were adjusted, and every other proper effort was made to enforce the payment of bills. Naturally this was a source of loud complaint in some instances. In such cases, however, the retention of packing cases was the most available means of securing the money due, and wherever offsets or counter claims of any merit were presented they received careful and patient consideration.

A disastrous fire occurred on January 8th. This fire originated in the Casino, which, together with the Peristyle and the Music Hall, was completely destroyed. The fire communicated to the wooden promenade on the roof of the Manufactures Building, and this walk was consumed for several hundred feet. The fire was finally extinguished,

but not until some exhibits which had not been removed had been damaged by falling sparks and brands or by water used to quench the flames. For some time after this, fires broke out very frequently, indeed almost daily, justifying the suspicion that they were of incendiary origin. The persons guilty of the outrage were never detected. In consequence of the first fire, claims for heavy damages were preferred by the French Government, whose exhibits had not been removed as quickly as those of other nations. These claims aggregate about \$80,000, and are believed to be greatly overestimated. Such damage as did occur was due to lack of diligence in the removals of exhibits. Under the rules by which articles were accepted for exhibition your company had expressly disclaimed all liability from loss by fire or theft.

The threatening danger of fire resulted in accelerating the movements of exhibitors and their representatives. By February 1st the park was practically cleared of exhibits. On that date notice was given that on February 15th your company would cease handling, officially, all exhibits, or performing other functions of transportation. On this day Mr. Holcomb, the general manager of transportation, tendered his resignation. The office was kept open a little longer by one of his assistants. On the same date the contract with the Kimball & Cobb Stone Company was terminated. Some foreign exhibits in bond were abandoned by their owners, and were sold by the collector of customs on March 7, 1894. They were valued at about \$3,000, and consisted principally of wines, medicines, tobacco, cigars, fish in brine and dried, glass, tile, and furniture. The Department of Transportation was finally closed in March.

The furniture and fixtures belonging to the various departments of the Exposition were stored in the Annex to the Transportation Building as the offices were vacated.

Some pieces from the principal offices brought good prices as souvenirs; after a time the remnant was sold in one lot to the highest bidder. Most of the furniture which the company had purchased was inexpensive, and even for the principal offices but little fine furniture or fixtures had been procured.

THE FIELD COLUMBIAN MUSEUM.

It is proper here to refer to the institution which began an official existence shortly before the close of the Exposition, and became its heir. I refer to the Field Columbian Museum. From the inception of the Exposition enterprise the idea of a permanent museum as a probable successor had been developed, and some articles had been purchased for exhibition in the Latin-American Department with the understanding that they might revert to such museum. In September, 1893, articles of incorporation of the "Columbian Museum" were taken out by a committee consisting of the following gentlemen:

George E. Adams.	Carter H. Harrison.	Edward E. Ayer.
Emil G. Hirsch.	Sidney C. Eastman.	Robert McMurdy.
John A. Roche.	A. C. Bartlett.	Charles Fitzsimons.

On October 26th Marshall Field announced that he would make a donation of \$1,000,000 for the purposes of the museum. This donation was originally coupled with conditions that \$500,000 more in cash be secured, and \$2,000,000 in stock of your company. These conditions were subsequently waived. Contributions of \$100,000 each were made by George M. Pullman and your president. Mrs. Mary D. Sturges gave \$50,000, and several gentlemen interested in the success of the museum undertook to raise \$100,000 more. This sum is nearly all subscribed, and will eventually be secured. Nearly \$1,500,000 of Exposition

stock was also given to the museum, on which it has realized 10 per cent.

Before the Exposition was closed, the incorporators appointed committees to secure from among the exhibits as many desirable objects as could be obtained for museum purposes. The chiefs of the exhibit departments coöperated heartily, and large donations were made by both American and foreign exhibitors. The Art Building was selected for the home of the museum. It had been so constructed as to make possible its permanent retention in Jackson Park. The exhibits in that building were among the first to be removed. The incorporators of the museum promptly obtained possession of it under an arrangement with the park commissioners, and the objects donated were collected here for subsequent installation.

The museum organization was perfected by the election of a board of trustees consisting of the following:

Norman Williams.	Cyrus H. McCormick.
Edward E. Ayer.	Martin A. Ryerson.
George R. Davis.	Edwin Walker.
George Manniere.	Harlow N. Higinbotham.
Owen F. Aldis.	William J. Chalmers.
George E. Adams.	Watson Blair.
Norman B. Ream.	Huntington W. Jackson.
A. B. Jones.	

Frederick J. V. Skiff, chief of the Department of Mines and Mining of the Exposition, was chosen director of the museum, and through his energy and ability, seconded by the efforts of the general manager and other Exposition officers, the building was put in a fair condition and the exhibits were installed in a creditable manner by June 2, 1894, when the museum was opened to the public. Since this time the installation has been greatly improved, and well illustrates the genius of the director. The name of the institution has been changed to the "Field Columbian

Museum," in honor of Marshall Field, whose opportune gift made the founding of the museum possible. Many objects of value have been secured by gift or purchase, among which the most important are the anthropological collection presented by Edward E. Ayer, the first president of the Board of Trustees, and the collection of gems and precious stones made by Tiffany & Co., and sold by them to the museum, for the purpose of preserving it intact. An inspection of the museum to-day will illustrate the wonderful opportunities which a great exposition affords for founding or developing a museum. The Field Columbian Museum is destined to be one of the principal and permanent institutions of Chicago, and it is interesting to speculate as to the possibilities that wait on its future development, particularly in the event that our city should, within the next generation, again undertake the herculean task of creating an international exposition. Since the Columbian Exposition became a possibility speculation has been rife as to the benefits which would accrue to our city therefrom. It now seems apparent that one of the great benefits to the city and to its citizens has been the creation in our midst of this great scientific and popular institution.

On May 1, 1894, the Board of Directors found that the work of removing exhibits had been finished, your company's property disposed of, and the business for which the company was organized practically completed. The treasury contained funds sufficient to permit the payment of a dividend of 10 per cent upon the stock subscriptions, including the \$5,000,000 of city of Chicago bonds, which, according to the terms of the city's appropriation to the Exposition, were to participate with the stock in any division of funds remaining at the close of the enterprise. The dividend was paid on June 9, 1894, \$500,000 going to

the city of Chicago, and \$550,000 being distributed to stockholders. A balance of more than \$400,000 remained in the treasury, which amount, with the proceeds from claims in dispute probably collectible, was thought to be sufficient to meet such claims against the company as might be found to be payable after investigation or legal process.

On August 1, 1894, Anthony F. Seeberger, the treasurer, tendered his resignation, which was accepted by the directors with expressions of regret and esteem. By his excellent business methods Mr. Seeberger has won for his office the commendations of all who had dealings with it, and his patience and courteous bearing had been invaluable during the trying period when the treasury was depleted and creditors were pressing. After Mr. Seeberger's resignation Mr. Barrington acted as treasurer as well as auditor. The thanks of the company are due to Mr. Barrington for the thoroughness with which the accounts have been kept since the close of the Exposition.

After making some collections and paying some expenses and claims, the amount on hand January 1, 1898, was \$450,018.39.

Suits for and against your company are still pending, and the sum which will remain after all accounts have been adjusted and closed can not now be definitely stated. Meanwhile your company is under very slight expense, and is receiving a fair rate of interest upon the funds still remaining on hand.

I feel that it should be a source of congratulation to the directors that the affairs of the company have been closed up so rapidly. In almost every instance claims and other business matters have found adjustment upon a fair basis and without friction. But for a few suits against the company, prosecuted, as it seems to me, without sufficient ground, and some claims for moneys due, which your

officers have been unable to settle upon an equitable basis, nothing prevents an immediate and final closing of the affairs of your company.

REVIEW.

In summing up the work which we have performed, I desire to add a few remarks of a critical nature in addition to the comments which I have made on each subject as it was taken up in the course of this report. I shall confine myself to financial policy and administrative organization, these being the subjects upon which precedents will be most eagerly sought as to exposition work. Before the time comes for holding another American exposition, architectural and engineering methods may have surpassed the greatest achievements of the World's Columbian Exposition in those departments, and the structural and artistic side of that new exposition will draw its inspiration from the best thought and impulses of its day rather than from any models which we may leave. The grounds and buildings of our Exposition were the outgrowth of a desire for structures more noble and landscape effects more beautiful than any the world had hitherto seen. How far these ideals were realized the world of art and refinement will decide. Words can not add to, nor can they explain, the majesty of the buildings and the beauty of the grounds. The recollection which the world has of them is too vivid soon to be obliterated, but it will rather be intensified in the calmness of reflection. To the next exposition we should bequeath, not models and plans, but, if possible, the boldness and originality, the fertility of resource and energy of execution that characterized the labors of our master artists of construction.

As to allotment of space and installation of exhibits, the director-general, who devoted his best energies to these

subjects and exercised direct authority over them, will set them forth fully in his report. This report will doubtless be published in time by the Government of the United States.

AWARDS.

Upon the subject of awards but little can be said. Your company never in any way came in contact with it, save when our appropriation from Congress was depleted to defray the expenses of this work. The experience of expositions is that the subject of awards is not susceptible of dignified and satisfactory treatment. Persons familiar with great expositions have expressed the hope that a day may come when there shall be no more judges, awards, medals, or diplomas. Whether this is the solution of the problem, or whether the feature of awards will some day attain to a better status, we can not tell. Two years after the close of the World's Columbian Exposition the medals had not been distributed nor the reports of the judges compiled. Should these reports be properly published by the Government, and should they be found intelligent and impartial, they may constitute a valuable landmark in the development of science and industry. Otherwise nothing will have occurred in this branch of the World's Columbian Exposition to give the subject of awards a better position than it has hitherto occupied.

FINANCES.

The outlay necessary to create a great international exposition will doubtless continue to increase. An exposition is the apotheosis of civilization, in which all that is beautiful, useful, wonderful, or for any reason attractive, must play its part. The progress of civilization and the spirit of emulation will make the work increasingly laborious, difficult, and expensive. It is probable that in our

country the city in which an exposition is held will be required to bear the burden of supporting adequately the national honor in the undertaking, because, rightly or wrongly, a compensation to the locality is supposed to exist in the increasing prestige and business activity incident thereto. It will perhaps be possible, as national pride increases and local jealousies are subdued into dignified commercial relations, to secure a greater measure of coöperation from the National Government than we were able to obtain. It is to be hoped that there will be no repetition of the undignified and vexatious occurrences which disturbed your officers in the discharge of their tasks. In many matters where your company had transactions with branches of the Government, either relating to finance or to governmental exhibits, there was a disposition to lay unexpected burdens upon your company, and to shift upon it labor and expense which it should not have been required to bear. It was humorously remarked during the course of preparation, that when labor was to be required, or responsibility was to be undertaken, or criticism to be endured, the Exposition was the "Chicago Fair"; when praise was meted out and glory was attained, it was the "World's Fair."

The liberality of our city in supplying funds for the Exposition is, perhaps, of all things connected with the undertaking, the most satisfactory for us to contemplate. All must admire the pluck of our citizens, and their disposition to make any sacrifice which the enterprise might require. Patience, forbearance, and scrupulous care for the honor of the nation were constantly manifested. The wealth that springs up and multiplies through the development of commerce, manufactures, and the various arts and industries will ere long strengthen and enlarge the powers of the citizens of Chicago, so that should the day ever come

when she shall again desire to entertain the nations of the world, twice the amount which the World's Columbian Exposition required could probably be obtained with less effort and personal sacrifice; unless, indeed, the civic pride shall have become cool and lost its present fervor.

As to the financial returns of our Exposition, the subject of gate admissions may be dismissed in a few words. A simple system and a few rules are all that is needed to produce satisfactory results, provided the Department of Admissions is controlled by men of intelligence and integrity, loyally supported and, of course, carefully watched. Coins may be used at the turnstiles, as at the Centennial of 1876, or tickets may be used as at Chicago. Each system has its advantages. The use of tickets was preferred by us because it confined the actual receipt of cash to fewer hands. Ticket sellers can be adequately bonded and a perfect check established upon them. Ticket takers can be checked by a perfect registering turnstile system, and the forgery of tickets can be prevented by changing the style of ticket daily, or twice a day if necessary. The ticket need not be expensive. A lithographed ticket upon inexpensive paper fully answers the requirements. The stealing of tickets at our Exposition was confined to the "souvenir tickets," which were expensive engraved tickets, good on any day of the Exposition. An exposition is always full of souvenirs and should dispense with souvenir tickets. In the latter part of our season the sale of the handsome souvenir tickets was discontinued, but as a large number of them had been sold they were still received at the gates. One form of admission ticket, good only on the day of sale, in my judgment, provides the simplest as well as the safest system, and these tickets should be placed on sale not only at the gates but at points in the city, to prevent crowding at the ticket windows.

The total paid attendance during the Exposition season was 21,480,141.

PASSES.

The superintendent of admissions favors the photographic pass system used by the Exposition, and with this view I heartily concur, unless something better should be discovered. The photograph is the only safeguard against the transfer of passes. The fact that it is not used on railroads has no bearing upon the case of an exposition. Railroad officers often issue passes to persons whose favor they desire to secure, and it is not possible to throw strict rules about the use to which passes may be put. Exposition passes, except those issued to the chief officers of the State and National governments and a few others, are granted for business purposes, and can be made subject to any reasonable and necessary rule. In an issue of 50,000 passes without any means of identification of the holders, there would have been a constant transferring of passes to an extent that would have seriously affected the revenues. As it was, the possibility of transferring without detection was lessened. The penalty for transferring a pass was its forfeiture, and a person having business upon the grounds would therefore hesitate to put himself in a position where he might not only be deprived of his pass but be placed upon the "black list," and be compelled to pay the daily admission fee for the rest of the season. In any event the rules for the government of officials at pass gates should be as simple as possible, to avoid confusion. At one time the variety of passes and badges which were good for admission was great enough to confuse a trained intellect. They ranged from the gold and enameled "eagle badge" worn by some of the chief officers, including the fire marshal and commandant, down to the brass cross-bow badge worn by all the men of the guard.

Where large numbers of day laborers are required, who from day to day are hastily employed and discharged, a system of passes can easily be improvised for their use. Fraud and irregularity will certainly occur, even under the best system. Patience and good judgment and constant watchfulness will limit the amount of fraud that can be successfully practiced.

CONCESSIONS.

Little can be added to what has been said on this subject in Chapter V. It is proper to observe how completely the financial success of the Exposition hinged upon this one feature. In the budget of February, 1891, the estimate of receipts from concessions was a million dollars. The actual receipts were more than \$4,000,000. The amount on hand at the close of the Exposition, when the debenture bonds had been paid, and before the expenses of closing the Exposition and collecting from delinquents had been incurred, was about \$2,000,000. In May, 1894, when the Exposition affairs had been practically wound up and collections from delinquents had to a large extent been made, the amount on hand was about \$1,400,000. Except for the success of the concessions there would not only have been no 10 per cent dividend for stockholders, but there would have been a deficit at the close of the season which the subsequent collections would not have overcome.

The superintendent reports the receipts from concessions as follows:

1. Collected in cash	\$3,469,494 85
2. Allowances for claims and damage adjusted by Adjustment Committee.....	203,019 02
3. Cash deposited at the time of signing contracts applied on final settlement of percentages ..	82,079 66
4. Allowed for construction of piers, buildings, etc., under concession contracts.....	251,431 16
Carried forward	<u>\$4,006,024 69</u>

Brought forward.....	\$4,006,024 69
5. Irish villages (revenue charged to these two concessions rebated under terms of contract because they did not reach a certain total).....	68,587 98
6. Accounts in dispute and litigation (of which much has since been collected).....	240,807 30
7. Suspense account, of which \$1,000 is an uncollected check on a suspended bank.....	7,661 10
8. Balance outstanding uncollected.....	9,495 45
Total	<u>\$4,832,576 52</u>

All of the above amount may be regarded as receipts from concessions except Nos. 5, 6, 7, and 8. Nearly all of 6, 7, and 8 has subsequently been or will be collected, but if 5 (Irish villages), 7 (suspense account), and 8 (balance uncollected) are omitted, the total amount of receipts from concessions is \$4,246,831.99, which is a fair statement of the amount realized by your company on account of concessions. It would be unfair to this department to deduct allowances for claims and damages, as they were due to causes operating in other departments of the Exposition over which this department had no control. The allowance for construction of piers and buildings should not be deducted, as these piers and buildings would have been constructed by the Exposition had they not been built by arrangement with concessionaires.

It is worthy of note that the cost of collecting from concessionaires was only 2.44 per cent of the amount collected in cash or its equivalent. As the total paid attendance to the Exposition was 21,480,141, the average receipts from concessions was 19.3 cents per paid admission. More than a year prior to the opening of the Exposition the writer estimated the probable attendance at 30,000,000, and the probable receipts from concessions at \$7,242,500. The calculation of probable attendance was based upon the population of the country, allowing a certain ratio of attendance for places within a certain radius of Chicago, and a smaller ratio for places more remote. The estimate

of receipts from concessions was about 24 cents per paid admission upon the estimated attendance of 30,000,000. At the time these estimates were regarded as optimistic, and were viewed by the writer as the highest that could reasonably be made. It now seems probable that but for the financial panic, the realization would have been surprisingly near the estimate. It is generally conceded that under other conditions the attendance would have been larger by several millions, both because persons would have visited the Exposition who were compelled by business cares to remain away, and because those who came would have been able to stay longer and visit the grounds oftener. For the same cause the disposition of visitors to spend money would have been greater. Receipts from concessions averaged more in proportion to attendance during the first two months than during the last four, whereas the contrary should have been the case.

The attendance fell short about 28 per cent of the estimate which the writer had made. The average of concession receipts per paid attendance fell short less than 20 per cent, while both of these items were largely in excess of the estimates in the budget of February, 1891, in which the gate receipts were put down at \$7,000,000, and the concession receipts at \$1,000,000. The estimates of February, referred to, were, however, influenced by strict conservatism in the management of your company's business. On the other hand, my estimates were made a year later, after a more thorough survey of the field and after resolving all doubts as to the condition of the country, the attitude of the railroads, etc., in favor of the Exposition.

One of the most fruitful sources of claims against the Exposition made by concessionaires was the exclusive feature included in many concession contracts. The report

of the superintendent of collections, herewith transmitted, agrees with my own conclusion upon this subject, namely, that an exclusive concession, in exact terms, should never be granted for anything in connection with an exposition, because it is always difficult to enforce such a concession, and the Exposition should not give to a concessionaire the right to demand such enforcement. Moreover, it is always easy for a concessionaire to devise colorable claims of violation of an exclusive concession. The management should go no further than to promise reasonable protection to the concessionaire in the enjoyment of his concession, and, after so doing, endeavor to avoid granting concessions liable to conflict with those already granted.

PUBLIC COMFORT.

A well-organized Department of Public Comfort should be a feature of every exposition. In our Exposition the great expanse of grounds and the enormous area of buildings, and the consequent fatigue from viewing their contents, made this necessity very apparent. This subject had not received sufficient attention in the early development of plans, but the necessity of providing resting places for the weary multitude became apparent immediately after the season opened. Serious abuses and infractions of the regulations affecting the comfort of visitors frequently occurred and difficulty was found in preventing these abuses and removing causes of complaint. Had there been a well-organized Bureau of Public Comfort, one of its chief duties would have been to note carefully all instances of disregard of regulations affecting public comfort, promptly reporting them to the proper officer, and calling the attention of the guards to the matter where their services could be used. As it was, work of this nature was done by different officers in several depart-

ments in a desultory manner, without concert of action. The guards were required to report scrupulously every violation of rules, or any condition existing not in harmony with the general plan of the Exposition. They were trained to be courteous to visitors and to supply information when necessary. Their efforts and those of their officers could not supply the place of a bureau officered by men familiar with the various aspects of great gatherings and devoting their whole time to securing for visitors fair and proper treatment and a full measure of comfort and enjoyment.

I have already referred to the service of bands and orchestras in a department of public comfort. Such a department should include the following :

First. Several ample stations, open or partially open to the air, sheltered from sun and rain, provided with accommodation for those who bring luncheons with them, thus preventing the litter of lunch baskets, paper, and refuse throughout the grounds. Light refreshments should be sold in the stations, and such other articles as might be considered in harmony with the general idea. Music might be provided occasionally, and any comforts especially designed for women and children. Some such items were provided in the Children's Building, an adjunct of the Woman's Building.

Second. A careful supervision of the entire grounds by a few men of much higher intelligence than that of the average guard, but working in harmony with the guard and its officers, to prevent and to remedy the innumerable small abuses and evils of which our Exposition was full, and which were constantly remarked by the press, or brought to the attention of your officers in the meetings of the Board of Directors or of its Executive Committee.

Third. Possibly, and under peculiar circumstances, a

rooming department. In providing these comforts little thought should be taken of financial return, and the concession element should be kept well under control. Restaurants should be strictly supervised. A thorough understanding should be had with the various branches of the exposition as to the part each should play in working out, as a central idea, the highest degree of comfort and pleasure for the largest number of visitors. An understanding should be had with the executive commissioners of the States as to the part of this work which they would undertake in their State buildings, in order to prevent duplication and conflict; although, as a general proposition, it may be said that no outlay for public comfort in a crowded exposition will be wasted if it is operated with intelligence and forethought.

OPERATING EXPENSES.

An impression existed that the expenses of the Exposition were unnecessarily great, both during the period of construction and during the Exposition season, but I submit that these expenses should not be judged from the standpoint of any line of established business. Due allowance should be made, not only for the inadequate time for preparation, but for the temporary character of the employment and the high grade of services required in many departments. In some cases, employes of the Exposition received salaries much greater than their services would ordinarily command, but necessity justified the payment to them of the increased compensation, and on the other hand the loss of business opportunities while in their temporary Exposition employment in many cases justified their demanding it. Certainly in some cases able and gifted men served your company for compensation quite inadequate to the duties which they performed.

Knowing the critical condition of the company's finances, the Council of Administration constantly strove to reduce the operating expenses, and for four months these show a steady reduction in spite of the increased business. This was due to the efforts of the council and to the constant improvement of the hastily organized force of employees. However, the saving effected was not large enough to affect greatly the financial situation. Sweeping charges of extravagance were occasionally preferred, but they were not substantiated by proofs, nor did they prove effective in enforcing economy in operation.

The following statement of the receipts and the operating expenses for each month of the Exposition is taken from the final report of the auditor, William K. Ackerman, dated June 30, 1895:

Month.	Receipts.	Expenses.	Net.
May	\$ 616,140 61	\$593,757 20	\$ 22,383 41
June.....	1,647,644 44	630,595 20	1,017,049 24
July	1,967,194 84	598,319 97	1,368,874 87
August	2,337,856 25	569,798 12	1,768,058 13
September.....	3,169,938 92	537,566 92	2,632,372 00
October.....	4,456,870 33	541,167 20	3,915,703 13
Totals.....	\$14,195,645 39	\$3,471,204 61	\$10,724,440 78

Average receipts per day (exclusive of Sundays), \$89,845 85

Average expenses per day (exclusive of Sundays), 21,969 64

No account is taken of construction expenses in the above statement, only such charges being considered as were applicable to the operation of the Exposition during the six months of its continuance.

In Appendix C will be found a complete statement of the receipts and disbursements of your company. This statement may be affected slightly in some items by the final disposition of pending claims, but it is sufficient for purposes of general information.

TRANSPORTATION.

Under this heading I refer to the various transportation facilities between the city and the Exposition grounds.

The Illinois Central Railroad Company estimates its outlay for equipment and improvement on account of Exposition business as follows:

For elevating tracks.....	\$1,332,146
Interlocking.....	165,000
World's Fair cars.....	300,000
Locomotives.....	100,000
Extra salaries.....	183,000
Station platforms.....	25,000
Total.....	\$2,105,146

This company estimates the number of passengers carried upon its trains between the city and the park as follows:

Month.	Express Trains.	Suburban Trains.
May	602,618	1,300,750
June	1,246,088	1,514,526
July	1,267,720	1,291,035
August	1,359,220	1,421,231
September	1,685,604	1,786,374
October	2,618,143	2,245,875
Totals.....	8,779,393	9,559,791
Total of both		18,339,184
By other trains.....		1,003,600
Grand total.....		19,342,784

Of the suburban business they estimated that 4,000,000 were World's Fair passengers, this being about the amount of the increase over patronage for previous years for corresponding months.

This railroad company claims that its facilities were never taxed to the utmost, and that with the equipment provided it could have carried three times as many people without appreciable extra expense. In view of the great apprehension as to transportation facilities which existed in

the early stages of our enterprise, this claim is interesting and significant. In many questions as to the handling of large gatherings there was great looseness and much error in our estimates, as the course of events subsequently proved, but in no case was this more evident than as to the movement of visitors from the city to Jackson Park. Probably the success in this respect won by the Illinois Central Railroad was due to the elevation of the tracks, which would not have been accomplished but for the persistent agitation of President Baker.

The greatest number carried by this road on one day was on Chicago day, 541,312. During the season this road dispatched from Van Buren Street Station 40,116 Exposition express trains, consisting of 368,733 cars, usually eight cars to a train; and 36,600 suburban trains with 219,600 cars. As a tribute to the great skill displayed in handling these trains, it must be added that in this service no accident occurred resulting in death, and very few accidents of even trifling importance.

The Alley Elevated Railroad (Chicago & South Side Rapid Transit Railroad) landed in Jackson Park the following number of passengers:

May.....	255,165	August.....	716,655
June.....	709,663	September.....	832,497
July.....	624,047	October.....	1,214,382
Total for six months			4,352,409

The above statement includes only passengers who were brought into the park, whereas the statement as to the Illinois Central represents the total business both ways. Besides this, the elevated road had stations outside, but near the grounds, at which many passengers were discharged for the Exposition, so that the figures of the two roads can not properly be compared. On Chicago day the elevated road brought into the park 294,000 people. This

railroad estimates its expense in preparation for the Exposition as follows:

Extra expense for track which would not have been
built but for the Exposition.....\$1,500,000
Also 100 extra cars and 25 locomotives.

The extra track included an iron bridge 220 feet long over the Illinois Central tracks at Sixty-third Street. At this point the unusual spectacle was presented of three railroad lines crossing each other at different grades. The electric cars of the Chicago City Railway Company ran along Sixty-third Street at grade; the tracks of the Illinois Central passed over, and over these the 220-foot bridge of the Elevated Railroad.

The Chicago City Railway discharged passengers at four of the principal entrances to the Exposition, as follows: The Hyde Park division of the Cottage Grove Avenue cable line at Fifty-seventh Street; the Cottage Grove Avenue line at the west end of the Midway; and the Englewood cross-town electric roads at the Sixty-second and Sixty-fourth Street gates. The latter also connected the State Street cable line with the Exposition grounds. The Chicago City Railway Company, in preparation for the Exposition business, had constructed an additional loop in the center of the city for its Wabash Avenue and Cottage Grove Avenue line. This line had previously used the loop of the State Street cable line.

It is impossible to obtain an estimate of the number of visitors carried by the Chicago City Railway Company's lines directly to the Exposition, as the company had at all times an enormous local business. Its total business for the six months of the Exposition was as follows:

Cottage Grove Avenue cable.....	28,725,977
State Street cable	19,790,348
Sixty-first and Sixty-third Street electric line....	7,511,110
Total	56,027,435

On Chicago day the business of these lines was as follows :

Cottage Grove Avenue.....	760,744
State Street	498,547
Sixty-first and Sixty-third Street.....	93,705
Total.....	1,352,996

The South Chicago City Railroad Company had a network of tracks extending over the South Chicago and Calumet district, including Pullman. This company improved and extended its lines on account of the Exposition business and had a terminal on Stony Island Avenue, at the Sixty-fourth Street entrance. Its total business during the Exposition season amounted to 3,518,721.

The World's Fair Steamship Company received from your company a concession giving it the exclusive right to land on the Exposition grounds people coming by water from Chicago, and from all points on the lake coast between Kenosha, Wis., on the north and East Chicago Harbor, Ind., on the southeast. Subsequently this contract was modified to allow other boats to land at the north pier on payment of a small wharfage charge. This company had several boats plying between the city and the park, among them the large whaleback steamer "Christopher Columbus," built for this service, capable of carrying 7,000 passengers, and having a speed of twenty miles an hour. The number of people brought to and from Jackson Park by water during the Exposition season was 1,852,926.

The foregoing data are taken from the report of the general manager of transportation, who obtained them from the various transportation companies. As the influence of the Exposition upon the business of these lines can not be separately shown, the significance of the data to the student of expositions is somewhat impaired. The various transportation lines leading to the park did the following business during the Exposition season :

Illinois Central Railroad	19,342,684
Baltimore & Ohio Railroad, World's Fair trains ..	24,984
Excursion trains, various lines	79,963
Alley Elevated Railroad	22,371,499
Chicago City Railway	56,027,435
South Chicago City Railroad	3,518,721
Columbia Coach Company	45,155
Steamboats to Jackson Park	1,852,926
Total	103,263,367

Of the foregoing, 852,186 passed through the Terminal Station, and 4,352,409 through the elevated railroad station upon the roof of the Annex to the Transportation Exhibits Building. These data also show how completely ineffective was the original plan of bringing visitors by railroad directly to the Court of Honor, so that they might obtain at this point their first glimpse of the Exposition. This idea had its inspiration in the desire to cause the most profound impression of the Exposition's grandeur by a sort of *coup de theatre* given at the outset when the eye and the mind were keenly awake for the perception of the beautiful and the wonderful. From a practical point of view the idea was bad, as it involved the concentration of a large crowd at one point. Possibly we have reason to be deeply thankful that our beautiful Terminal Station was not generally used, and that the reception of visitors was distributed all along the west side of Jackson Park.

INTRAMURAL TRANSPORTATION.

Under this head I refer to the various means of transportation within the Exposition grounds for the purpose of moving visitors from one part of the park to another, or to relieve the fatigue of seeing exhibits. These were the Intramural Electric Railway, the wheel chairs, the movable sidewalk on the great pier, the electric launches running in the lagoons, and the steam launches running through the water gate out into the lake.

The Intramural Railroad had an elevated structure

3.11 miles long (double track), extending along the north, west, and south sides of the park, and provided with loops at the terminals. The equipment consisted of fifteen trains of four cars each, each car being forty-seven feet long and seating eighty-four people; the forward car contained the motor. Eight cars could be hauled by one motor if necessary. The speed of the trains averaged ten miles per hour, the highest speed between stations being thirty miles per hour. The interval between the trains was three and one-half minutes; a round trip was made in forty-two minutes, or in nineteen minutes from loop to loop, with two minutes' relay at each end. There were eleven stations, requiring twenty-two stops in a round trip. The system used for operating this road was that known as the "third-rail trolley system." The third rail was used as the conductor of electricity, and was placed at the side of the track, twenty inches from it and thirteen inches above it. The power house and dynamos used for the operation of this road were remarkable as exhibits and attracted much attention. To insure immunity from accidents a block system was used, by means of which brakes were set automatically, and so remained while the signal ahead was at the danger position. Only one case of serious personal injury occurred in the operation of this road, and this case was due to the extreme carelessness of the person injured. This record is quite remarkable when we consider the numbers and the inexperience of the passengers, conditions which required all the energy and watchfulness of the employes of the road. The fare for riding on this road was 10 cents, for which, at first, a passenger was allowed to ride to the first loop, but afterward as long as desired. The total number of passengers carried was 5,803,895, an average of 34,143 per day for 170 days, or 27 per cent of the total paid admis-

sions to the Exposition grounds. Under the terms of this concession one-fourth of the gross receipts was paid to the Exposition.

The concession for wheel chairs was granted to the Columbian Roller Chair Company. This company provided 2,200 wheel chairs and recruited a force of attendants, amounting at one time to 1,400, chiefly college students. Twenty-two stations were established, all connected by telephone, making it possible to concentrate chairs wherever a special demand might appear. The company was led to employ college students, believing that they would prove acceptable to the patrons as intelligent and well-informed guides. An excellent feature of the plan was that it gave to about 2,000 young men an opportunity to become thoroughly familiar with the Exposition. Among others there were about seventy-five colored students from Rusk University, Holly Springs, Miss., and Atlanta University. These were energetic, faithful, and honest, and gave good service. The chair men were furnished living quarters, were paid \$1 per day and 10 per cent of their gross receipts.

In the latter part of August the Columbian Roller Chair Company reduced the charges for chairs, and also reduced the pay of attendants to 75 cents per day. This caused dissatisfaction among the students, many of whom left. Another reason for their leaving was that their vacation season was nearly over and they wished to return to their colleges. Their places at the roller chairs were quickly filled from other walks of life, but about 200 students remained until the close of the season. The attendants wore a light-blue uniform and cap and presented a very neat appearance. The number of people who used the chairs was 794,100, and the receipts were about \$400,000.

The following rates were charged until August 24th :

Chair with attendant, per hour.....	\$ 75
Chair with attendant, per half hour.....	40
Chair without attendant, per hour.....	40
Double chair for two persons, with attendant, per hour.....	1 00
Double chair for two persons, with attendant, per half hour.....	60
Day rate with attendant.....	6 00
Day rate without attendant.....	3 50

The movable sidewalk, located on the long pier east of the Peristyle, was operated by the Multiple Speed & Traction Company. Owing to numerous delays in construction, it was not operated until July, after which time it carried 997,785 people. It could carry 6,000 persons, and moved at the rate of six miles per hour.

Transportation on the lagoons was furnished by the electric launches and the Venetian gondolas. The gondolas had their special landings at suitable points. These gondolas were often chartered by the hour for private parties. The boats of the Electric Launch & Navigation Company had landing places at convenient points all along the canals and lagoons. They were driven by storage batteries, which received at night, at a station in the South Pond near the Annex of the Agricultural Building, a charge sufficient for the next day's demand. As these boats were not fitted for lake service, they could not go from the South Pond around the long pier into the Court of Honor, and a tunnel was made between the Casino and the Agricultural Building, through which the launches and gondolas could pass.

The steam launches were strong, seaworthy boats, suitable for any weather, built so that there was but slight obstruction to view from the decks. They ran out into the lake from the South Pond, the Court of Honor, and the north entrance to the lagoons, giving to visitors a pleasant trip and a water view of the Exposition.

The intramural transportation was as follows :

Intramural Electric Railway.....	5,803,895
Wheel chairs	794,100
Movable sidewalk.....	997,785
Electric launches	923,613
Steam launches.....	195,621
Venetian gondolas.....	124,952
Total	8,839,966

The above data should not be regarded as a fair statement of the amount of internal transportation which can be depended on in an exposition. Could the intramural road have been so placed as to give a fair view of the Exposition and be at the same time more convenient for patrons, a larger business could surely have been secured. A surface line, or a road slightly depressed, having a low fence on either side, would prove vastly more attractive and comfortable.

Wheel chairs are necessarily too expensive to be generally used, but they will always command good patronage from persons of means, or from those who are feeble or in poor health.

The electric launches often found their business limited only by their capacity to handle it, but the danger of collision was such as to make it unwise to put a large fleet of boats on the lagoons. The number of these boats was limited to fifty.

ORGANIZATION AND ADMINISTRATION.

A few comments upon our organization and the various Acts of Congress relating to the Exposition are certainly in order.

While the Exposition has been a success and has achieved many triumphs, there was much that could have been vastly improved upon. Mistakes and failures were numerous in the course of its history. It was hampered by its dual organization, consisting of a National Commis-

sion on the one hand and of a corporation with its governing Board of Directors on the other.

The method of choosing the members of the Commission introduced into it elements little calculated to promote harmonious and satisfactory action. Moreover, had there been no objectionable element whatever, the result could hardly have been different, for persons of the highest wisdom and learning are not less tenacious of their prerogatives than those whose minds are less nobly equipped. The fault was primarily with the law which authorized the Exposition. It provided for two distinct organizations, and left room for honest differences of opinion between the members of those organizations as to the extent of their control over the enterprise. The commissioners were appointed by the President upon nominations of the Governors of the several States. In some instances the nominations were controlled by persons more or less intimately involved in local politics, without reference to their fitness for the work of creating an exposition. I do not wish to belittle the services and reputation of many members of the Commission, by no means of the class above described, but of whom it must still be said that many of them were not constant in their attendance at the meetings of the Commission. Their places were too frequently filled by their alternates. They often found themselves out of touch with the work of the Exposition, and perhaps not in sympathy with the proceedings of the body of which they were members. Besides, they were usually men whose time was in constant demand at their several homes, and of course they were not moved by that spirit of local pride which induced citizens of Chicago to sacrifice their business interests for the good of the cause.

Within a few months after the World's Columbian Commission and the Board of Directors were organized, each

body had a full set of officers, by-laws, rules of order and procedure, and lists of committees, the latter being almost exactly alike. The two bodies became at once involved in disputes, through the press and otherwise, over the various points where jurisdictional lines were supposed to cross. The friction and loss of time occasioned by this were sufficient to have wrecked an enterprise of far less magnitude than ours. Disputes sprang up between the officers of the two bodies; jealousies were engendered and time was spent in criticism and negotiations that should rather have been given to the work of preparation for the Exposition. The outcome was, that leading minds in both bodies drew closer together in the endeavor to control the situation in the interest of harmony and to stop the disputes which were breeding scandal.

Having thus frankly criticised the organization of the World's Columbian Commission, it is only fair to pay a tribute of gratitude and respect to those members whose participation in our labor was at the expense of personal sacrifice of their time and convenience, and whose minds were actuated by broad and noble impulses and a sincere desire to see an exposition created that would do honor to the occasion and the country. First and foremost I must mention my friend and colleague of the Council of Administration, George V. Massey of Delaware, whose services in that capacity have already been referred to. To mention his name again is sufficient to you, for he is borne in affectionate remembrance by all of you who came in contact with him, and by many more of the officers and employes of the Exposition. Thomas W. Palmer of Michigan, the genial president of the World's Columbian Commission, presided over its deliberations from the first to the last, and gave to the Commission's business much of his personal time at a sacrifice of his convenience and

private means. William Lindsay of Kentucky served as a member of the first commission sent to Europe in the interest of the Exposition, but later severed his connection with the commission when he entered the Senate of the United States. A. G. Bullock of Massachusetts served upon the same commission to Europe. Gorton W. Allen of New York was a commissioner-at-large. He was also a member of the commission appointed by the Governor of New York and was prominently identified with the work of the Committee on Ceremonies. Ex-Governor Thomas M. Waller of Connecticut was a member of the Board of Reference and Control, as was Robert L. Saunders of Mississippi. John Boyd Thacher of New York, chairman of the Committee on Awards, should also be named. It is perhaps unjust to mention these without referring to others who had the cause of the Exposition and the national honor close at heart, and cast their votes and gave their voice for these objects whenever they attended the meetings of the Commission. There were many who coöperated ably and sincerely. Nevertheless it is to be hoped that any future exposition may be spared the dangers which lie in such an organization as that with which the World's Columbian Exposition was hampered. From what I have been able to learn it appears that the Centennial Exhibition met with the same trouble, only in a less degree.

The last and most important consequence of these disputes was the impossibility of enforcing throughout the entire organization of the Exposition from top to bottom that severe discipline and prompt obedience to orders which, coupled with sound discretion, are necessary characteristics of any great combination of workers, whether for governmental, commercial, manufacturing, or other purposes. Discipline suffered greatly, except in such cases as the Department of Works or the departments of Admis-

sions and Collections, where individual officers, gifted with a genius for organization, ruled with a firm hand and pursued their objects with irresistible energy. Even in these cases it was frequently found impossible to bend and control these well-organized branches to the will of superior officers.

The supreme control of an exposition can not be committed to the citizens of the locality in which it is to be held. The citizens of Chicago would have deprecated such a proposition. It would have destroyed the national character of the enterprise. Neither can it be handed over to a heterogeneous assemblage of appointees of the Governors of fifty States and Territories. If a system could be devised which would place the entire control of an exposition in one small body, whose members were chosen for their peculiar fitness for the work in hand, the troubles which we encountered would be lessened by half. In the composition of such a body, perhaps one-half might be representatives of the locality undertaking the chief responsibility for the enterprise—as was the case in Chicago—and the other half men chosen for their learning and experience, from various parts of the country, whose attendance could be relied upon, even though at the cost of a heavy charge for salaries.

Suppose such a body chosen and endowed with ample powers and resources, I would suggest that it organize its executive force as follows :

A chief executive officer should be chosen, from either within or without its own number, but if the latter, he should become, for all practical purposes, a member of the body. This chief executive officer should have absolute power to organize his administrative force, appointing and discharging at will, his acts being in a general way subject to the approval and supervision of the superior body. He

should divide his work into three branches, each assigned to a chief officer, as follows :

First, Exhibition. This should include promotion, allotment of space, installation, and awards.

Second, Construction, Maintenance, and Operation. This should include the physical forces necessary for receiving exhibits and depositing them at the point of installation, and for removing and shipping them at the close of the exposition, janitor service, policing, fire department, mechanical, electrical, etc.

Third, Finance. This should include the treasury, the auditing department, concessions, admissions, and possibly a comptroller to exercise general supervision over the expenditures throughout the whole period of construction, installation, and operation.

Such an organization would prevent, in a large degree, the bringing of numberless details to the office of the chief executive, and relieve him from administering upon those matters of minor importance which, in a good organization, would be properly adjusted by subordinate hands. The chief executive would then be free to extend proper attention to the representatives of foreign governments and to see that the proprieties and official courtesies incident to the holding of an international exposition were properly observed. It would also permit him to attend to matters of general policy. To still further relieve him, a chief of foreign affairs could be appointed who would be the assistant to the chief officer, and closely associated with him.

A slight modification of the above plan would be the creating of a fourth general division, charged with the duty of judging and awarding. Of this I feel hardly competent to speak with any degree of certainty, as the matter of awards was never, in any way, under the control of your company.

JANITOR SERVICE.

One of the most important items of the administration of an exposition is the janitor service. In our Exposition it was under the control of the Department of Works, although many contended that it should have been under the direct control of each exhibit officer, so far as it related to his building. The problem is full of difficulty, for upon it hinges the question of guarding exhibits, the cleanliness of the buildings, and the possibility of theft. It ought to be possible to have the janitor work done under contract, the contractor having the right to arrange with exhibitors for the janitor work of their spaces at a fixed price per square foot. In our case the janitor work for the aisles and public spaces was done by a corps of janitors controlled by the Department of Works, and entirely without the control of the chiefs of the exhibit departments in the several buildings. The cost of janitor service was more than \$200,000. Assuming the chief of each exhibit department located in each exhibit building to be a man of first-rate executive ability, I am inclined to recommend that he have absolute control of his building in every respect, including not only the janitor service, but the guard stationed in the building. Under this arrangement the chief officer of the guard in each building would be subject to the direction of the department chief, except in matters affecting the safety of the public, the regulations of fire protection, etc. I speak with hesitation upon this subject, as it is perhaps the most important of all. The safety of exhibits and buildings from theft and fire hinge largely upon it. I believe, however, that if the officers of the various branches of an exposition are fairly competent, and well disposed, the details of the control of janitor service and the guarding of exhibits can be easily adjusted. On the other hand, where there is jealousy and

contention, pretexts can easily and almost unconsciously be found for causing whatever system is adopted to prove faulty.

The Administration Building should be constructed with a view to the highest utility. Beauty should be secondary, although, of course, it should be considered as far as possible without endangering utility. The building should be large enough to accommodate the entire central administrative force, including the chief officers of the exhibit, operating and financial departments. In our Exposition the offices of your president and of the director-general were separated from the offices of the director of works, the commandant of the guard, the auditor, treasurer, and the superintendents of admissions and collections, by the distance of half a mile, the only connection being an inadequate telephone service. The Administration Building should include living rooms for those officers whose services are in constant demand, and whose presence by day and by night would be necessary. There should be a mess-room or private restaurant for such officers as were required to live on the grounds, and a private lunch-room for the entire force employed in the Administration Building. The time lost by officers and employes in securing meals upon crowded days is a very serious matter.

Finally, and in conclusion, the perfection and completeness of a system will never compensate for the limitations of human capacity. The shortcomings of officers and employes, from the highest to the lowest, will ever give ground for criticism and complaint, no matter how wise may be those who frame the laws of the organization. There will always be abundant opportunity for those whose minds are charged with no other labor than the criticism of the efforts of others.

It is a pleasant task to acknowledge in these closing

lines the faithful services of the two secretaries whose desks were in the same room with my own, and who cheerfully bore their share of the daily and nightly labor of the office. To Amory W. Sawyer, secretary of the Council of Administration, and to Howard O. Edmonds, secretary of the World's Columbian Exposition, I extend sincere thanks, and I commend their services to the directors of the company. I desire also to acknowledge the assistance of Mr. Edmonds in the preparation of this report.

It is likely that those who have served at different times upon the Board of Directors often feel that the services they rendered to the cause of the Exposition have not been fully understood and appreciated by the stockholders and the public. Nor is this lack of due appreciation to be wondered at. One who has not shared in the labors, trials, anxieties, and disappointments of our Exposition work can not understand the sacrifices of comfort, health, time, and money made by those who served as directors of the Exposition, nor the forbearance they were called upon to exercise under misdirected criticism and other trying circumstances.

Futhermore, it is quite impossible that the writer, in this review, can have succeeded in doing exact justice to the services of each one who labored in his field for the success of the Columbian Exposition. I ask your indulgence where defects are discovered, and claim only that an honest effort has been made to cover, in a general way, the entire subject of your company's operations and the work of the men who contributed to the success of those operations. Such reward as the directors may have won consists not in the approbation of our fellow-citizens, but in the consciousness of a hard public service well performed.

With all the shortcomings and failures, with all the

false rumors and sensational reports, with the shortness of time, with the heavy financial burden and the coldness and lack of sympathy of the National Government, notwithstanding these and many other difficulties, our Exposition stamped itself indelibly upon the closing years of the nineteenth century, and has left a mark upon our times, particularly in matters of taste and refinement, that seems to grow deeper as the Exposition vanishes into the past. Its effect upon the industries has probably been very great, but so diffused that it can not be closely estimated or justly appreciated. The effect upon our beloved city has been to emphasize its position as a great metropolis and an abiding place of energy, business enterprise, and high ambitions.

APPENDIX "A."

THE WORLD'S CONGRESS AUXILIARY OF THE WORLD'S COLUMBIAN EXPOSITION.*

The World's Congresses of 1893 were first publicly proposed by Charles C. Bonney in an article dated September 20, 1889, and printed in the *Statesman Magazine* for October of that year. A proof-sheet of this article was shown by the editor, Walter Thomas Mills, to Judge L. D. Thoman, Prof. David Swing, Thomas B. Bryan, E. Nelson Blake, Rev. Dr. P. S. Henson, and Rev. Dr. John Henry Barrows, all of whom wrote brief letters commending the project, which were printed in connection with the article in the magazine. Advance copies were furnished to the Chicago press and reprinted or noticed with favorable comments. The proposal was received with remarkable favor, and Mr. Bonney was at once called upon to carry it into effect. Early in October a general committee selected by Mr. Bonney was appointed by the Executive Committee of the provisional organization for the Columbian Exposition, and on October 15th this committee held its first meeting. It consisted of Charles C. Bonney, chairman; Lyman J. Gage, treasurer; Walter Thomas Mills, secretary; Rt. Rev. Samuel Fallows, D. D., William J. Onahan, John J. Mitchell, Ferdinand W. Peck, Rev. John Henry Barrows, D. D., Julius Rosenthal, and John A. Neander.

The original proposal of the World's Congresses was printed in circular form and sent to all parts of the world. The historic importance of this document leads to its substantial reproduction here. It was then proposed that the World's Fair be held in 1892, and this date was accordingly used in the announcement, which was as follows:

* Prepared by Charles C. Bonney.

The crowning glory of the World's Fair of 1892 should not be the exhibit, then to be made, of the material triumphs, industrial achievements, and mechanical victories of man, however magnificent that display may be. Something still higher and nobler is demanded by the enlightened and progressive spirit of the present age.

In connection with that important event, the world of government, jurisprudence, finance, science, literature, education, and religion should be represented in a congress of statesmen, jurists, financiers, scientists, literati, teachers, and theologians, greater in numbers and more widely representative of "peoples, nations, and tongues" than any assemblage which has ever yet been convened.

The benefits of such a parliament of nations would be higher and more conducive to the welfare of mankind than those which would flow from the material exposition, though it would not be easy to exaggerate the powerful impetus that will be given by the latter to commerce, and all the arts by which toil is lightened, the fruits of labor increased, and the comforts of life augmented.

For such a congress, convened under circumstances so auspicious, would surpass all previous efforts to bring about a real fraternity of nations, and unite the enlightened people of the whole earth in a general coöperation for the attainment of the great ends for which the human society is organized.

It is impossible to estimate the advantages that would result from the mere establishment of personal acquaintance and friendly relations among the leaders of the intellectual world who now, for the most part, know each other only through the interchange of publications and, perhaps, the formalities of correspondence.

Among the great themes that such a congress would naturally consider are the following :

I. The grounds of fraternal union in the language, literature, domestic life, religion, science, art, and civil institutions of different people.

II. The economic, industrial, and financial problems of the age.

III. Educational systems, their advantages and their defects ; and the means by which they may best be adapted to the recent enormous increase in all departments of knowledge.

IV. The practicability of a common language for use in the commercial relations of the civilized world.

V. International copyright, and the laws of intellectual property and commerce.

VI. Immigration and naturalization laws, and the proper international privileges of alien governments, and their subjects or citizens.

VII. The most efficient and advisable means of preventing or decreasing pauperism, insanity, and crime ; and of increasing productive ability, prosperity, and virtue throughout the world.

VIII. International law as a bond of union and a means of mutual protection ; and how it may be enlarged, perfected, and authoritatively expressed.

IX. The establishment of the principles of judicial justice as the supreme law of international relations; and the general substitution of arbitration for war in the settlement of international controversies.

Arrangements should be made both for general meetings of all, and separate meetings of each, of the different classes of members. Each class should form its own congress, and all united would constitute the grand general assembly. Astronomers, geologists, physicians, religious leaders, financiers, philologists, and others, should have independent opportunities to exchange views and consider pending questions, while the general congress should have the privilege of hearing from the chosen representatives of each class a presentation of what they might deem conducive to the general welfare. The separate congresses of the various classes would be incomparably important and useful; the grand general assembly, in which the leaders of every great department of human progress could see the faces and hear the voices of each other in fraternal greetings and formal addresses, would constitute a spectacle of such intellectual and moral majesty that to behold it would repay a journey around the world. Should any class be too numerous to attend the general meetings en masse, it could send the proper number of delegates.

The proposal was received with quite as marked favor abroad as had attended its announcement at home. Favorable responses flowed in from all parts of the world, containing promises of coöperation from distinguished leaders in most of the countries interested in the proposed Columbian Exposition.

The work of organization proceeded with great rapidity, and it soon became manifest that a larger organization would be required to conduct it to satisfactory results. Accordingly, on October 30, 1890, the World's Congress Auxiliary of the World's Columbian Exposition was organized with the following officers: President, Charles C. Bonney; vice-president, Thomas B. Bryan; treasurer, Lyman J. Gage; secretary, Benjamin Butterworth. Howard O. Edmonds, who succeeded Mr. Butterworth as secretary of the Exposition, was for some time assistant secretary of the Auxiliary, and was succeeded in that office by Clarence E. Young.

The formal announcement of the World's Congress scheme was sent by the Government of the United States to foreign nations, in connection with the Act of Congress and the President's proclamation and invitation to foreign nations

to participate in the Columbian Exposition. It was at first supposed that the Auxiliary would come within the scope of the Columbian Commission created by the Act of Congress, but President Harrison having expressed a doubt on this point, a formal recognition of the Auxiliary in a subsequent Act of the Congress was procured ; and on May 25, 1892, the World's Congress Auxiliary was formally recognized by the Senate of the United States, in a report of the Committee on Foreign Relations, as the proper agency to conduct international congresses in connection with the World's Columbian Exposition. On June 13th of that year the diplomatic and consular officers of the United States were directed by the Department of State to invite the cordial and hearty coöperation of the governments to which they were accredited, and to use their best endeavors to procure such coöperation in the series of world's congresses then projected. On October 21, 1892, the inaugural ceremonies of the world's congresses were held in the Chicago Auditorium, with Archbishop Ireland as the orator of the occasion.

The printed publications of the Auxiliary declared that it was the leading idea of the world's congresses of 1893 to bring the leaders of human progress from the various countries of the world together at Chicago, during the season of the World's Columbian Exposition, for the purposes of mutual acquaintance and the establishment of fraternal relations, and that the chief work of the congresses would be to review the achievements already made in the various departments of enlightened life, and sum up in each congress the progress of the world in the department involved, to the date of the congress ; to make a clear statement of the living questions of the day which still demanded attention, and to receive from eminent representatives of all interests, classes, and peoples, suggestions of the practical means by which further progress might be made and the prosperity and peace of the world advanced.

The world's congress work was finally organized in twenty departments, with more than 200 general divisions in which congresses were held. These congresses were distributed through the six months of the Exposition season. In the limited space which can be allotted to the Auxiliary in

this report, only the briefest mention can be made to the different congresses held and the work accomplished.

The opening session of the congresses was held on Monday, May 15, 1893, and was immediately followed by the congresses of the Department of Woman's Progress, which was the first in chronological order, and continued during the week. This department embraced a general congress, twenty-three division and eight section congresses; and presented the progress of women in education, industry, literature and art, moral and social reform, philanthropy and charity, civil law and government, and religion. The attendance was very large, and in importance and comprehensiveness it was agreed that the congress far surpassed all previous assemblages of women.

The congresses of the Department of the Public Press occupied the week commencing Monday, May 22d, and embraced all the leading divisions of newspaper work. The press women's congress and the religious press congress attracted special attention.

The Department of Medicine and Surgery was assigned to the week commencing May 29th; and the electric medical congress, the homeopathic congress, and the congress on medico-climatology were held during this week. The dental congress, the pharmaceutical congress, and the congress on medical jurisprudence were, for special reasons, held later in the season.

The Department of Temperance occupied the week commencing June 5th, and embraced a representation of all branches of the temperance work. There were also held in connection with this department a social purity congress and a vegetarian congress, both of which attracted special attention.

The Department of Moral and Social Reform was assigned to the week commencing June 12th, and occupied all of that week and a part of the preceding week. The congresses of this department were of the highest rank, and embraced the whole range of subjects indicated by the title, including charities, correction, and philanthropy in all their forms; the public treatment of pauperism; the care of neglected and abandoned children; hospital care of the sick,

training of nurses, etc.; treatment of the insane; prevention and repression of crime, etc.; charity organization and preventive work; and the study of sociology in institutions of learning. The humane societies congress and the congress of waif savers were held on later dates.

The congresses of the Department of Commerce and Finance commenced on June 19th and occupied the residue of the month, embracing banking and finance, boards of trade, railway commerce, insurance, mercantile credits, and building and loan associations. The water commerce congress of this department was held in connection with the Department of Engineering. The papers prepared for this series of congresses were of a highly meritorious character, and arrangements had been made to secure a large attendance of bankers, merchants, and others interested, from our own and other countries, but the outbreak of the severe financial panic of 1893 occurred at the time assigned for the opening of the congresses of this department, and naturally resulted in preventing the expected attendance, which was therefore small. But otherwise these congresses were highly creditable.

On July 3d the congresses of the Department of Music were opened. They embraced eight general divisions, and continued during the week. The women's musical congress attracted special attention.

The Department of Literature occupied the week commencing July 10th, and embraced an authors' congress, an historical congress, a congress of librarians, a philological congress, and a congress on folklore. These congresses were attended by many distinguished persons, and the attendance at the principal meetings was very large. The folklore congress confessedly surpassed any other previously held, and closed with a very remarkable folklore concert, in which a large number of countries were represented.

The congresses of the Department of Education embraced thirty-four general divisions and extended through two weeks. Many of these congresses were of the highest rank, and as a whole were declared by eminent educators to surpass any educational conventions previously held. Among the educational congresses which excited especial interest

were those of manual and art education, kindergarten education, the education of the deaf and the blind, business and commercial education, higher education, and the congress of colored educators.

The Department of Engineering and the Department of Art occupied the week commencing July 31st. The engineering congresses embraced civil, mechanical, mining, metallurgical, military and naval engineering; also engineering education and aerial navigation. The congress on water commerce, largely dependent on engineering problems, was held in this connection. These congresses were largely attended, and it has often been remarked that they alone would have been ample return for all the expenses involved in the organization and work of the World's Congress Auxiliary.

The congresses of the Department of Art embraced architecture, painting and sculpture, decorative art, ceramics, and photography. All these were of a high character, though not very largely attended.

The Department of Government occupied the week commencing August 7th, and embraced the general divisions of jurisprudence and law reform, civil service reform, city government reform, suffrage, arbitration and peace, and patents and trade-marks. The latter was not held until October 2d. The attendance of the suffrage congress was large; the other congresses of this department were fairly well attended.

The week commencing August 14th was devoted to what was called the General Department, in which congresses not otherwise assigned, or which could not be holden in their proper places, were held. This department included a very remarkable congress on Africa, the horticultural congress, the congresses on dentistry and medical jurisprudence from the Department of Medicine; also continuations of the congress on peace, and the trade press congress.

The Department of Science and Philosophy occupied the week commencing August 21st, and embraced the general divisions of anthropology, astronomy and mathematics, chemistry, geology, meteorology, electricity, philosophy, psychical science, zoölogy, ornithology, and evolution. The

pharmaceutical congress, transferred from Medicine, was held in this department. The congress on zoölogy was deferred to the following week, and the ornithological congress was held in the Department of Agriculture. Most of these congresses were of a very high order and were well attended. The electrical congress drew a very large and distinguished attendance, and elicited the highest praise. Psychical science drew the largest audiences. The scientific programs generally were comprehensive and complete. Those on chemistry and meteorology were especially so.

The Department of Social and Economic Science and the Department of Labor were assigned to the week commencing August 28th. The former embraced, in addition to the general congress, the general divisions of profit-sharing, the single tax, and coinage, weights, measures, and postage.

The labor congress had no general divisions, but embraced in its program nearly all the aspects of what is known as "the labor question." Distinguished representatives of industry, science, and the church participated in the congress, and though it was held during a week of violent disturbance in the industrial world, the sessions of the congress were characterized by great dignity and harmony, and it has often been said that no ill-tempered address was made during the whole week devoted to the congress.

The Department of Religion was the culminating achievement of the world's congress scheme, and the world's first Parliament of Religion was the crowning event of these congresses. This department included forty-five general divisions. Most of the participating organizations held denominational congresses of their own. The Catholic congress was very largely attended. The Jewish congress attracted special attention. The chief interest of the religious congresses centered in the Parliament of Religions as organized with extraordinary ability by Dr. John Henry Barrows. It commenced its sessions on September 11th, and continued the same for seventeen successive days. All the great religions of the world were represented in this congress. Its proceedings have excited a world-wide interest, and the "echoes of the parliament" still continue to come from all parts of the earth. The religious congresses com-

menced with the Jewish congress on August 27th, and ended with the congress of the Evangelical Alliance, on October 15th.

The Sunday-rest congress, standing in a separate department, was commenced September 28th, and included the physiological, economic, religious, and other relations of the weekly rest day.

The public health congress, transferred from the Department of Medicine to a separate department, was held during the week of October 10th, and embraced all the aspects of this important subject, ably presented by eminent representatives.

The Department of Agriculture closed the series. The congresses of this department embraced the general divisions of farm culture, farmers' organizations, and agricultural legislation, fish and fisheries, forestry, veterinary surgery, good roads, household economics, agricultural education and experiment, farm life and mental culture, and real estate. The congress on ornithology was, as above stated, held in this connection; and the World's Women's Christian Temperance Union was, as a matter of convenience, transferred to this period from the Department of Temperance assigned to the first week in June.

The closing general session of the world's congresses of 1893 was held on October 28th. At this session Secretary Clarence E. Young reported that the records of the Auxiliary showed more than 210 working committees of organization, embracing a local membership of about 1,600, besides a non-resident membership in the advisory councils of the different congresses, amounting to about 15,000 persons. Also that in the preparation of these congresses more than 1,000,000 circular publications had been sent out. This report also showed that 1,245 sessions had been held, with 5,974 writers and speakers, and a total attendance of over 700,000 persons. It was estimated that it would require fifty octavo volumes of 600 pages each to contain the papers, addresses, and proceedings.

The World's Congress Auxiliary embraced a central organization authorized by the directory of the World's Columbian Exposition, and recognized by the Government

of the United States as the proper agency to conduct a series of world's congresses in connection with the Exposition; a comparatively small local Committee of Organization and Arrangements; an Advisory Council, so-called, comprising the non-resident members of the congress, and consisting of persons eminent in the work involved, selected from all parts of the world, and coöperating with the local committee by correspondence, and, wherever practicable, in person. Also general honorary and corresponding members invited to give their advice and coöperation to the whole series of congresses; also committees of coöperation appointed by particular organizations, and recognized by the Auxiliary as representatives of societies and institutions. Mixed committees of men and women were not appointed, but on all subjects suitable for the coöperation of women in the congresses, committees of women were appointed, and these constituted, in the aggregate, the Woman's Branch of the World's Congress Auxiliary. Of this branch Mrs. Potter Palmer was president, and Mrs. Charles Henrotin, vice-president. The other members of the original committee of women were Mrs. Henry M. Wilmarth, Mrs. J. M. Flower, Miss Francis E. Willard, Mrs. J. Young Scammon, Mrs. Myra Bradwell, Mrs. John C. Coonley, Mrs. R. Hall McCormick, Mrs. O. W. Potter, Mrs. A. H. Chetlain, Mrs. Wirt Dexter, Dr. Sarah Hackett Stevenson, Miss Nina Gray Lunt, Mrs. Leander Stone, and Miss N. Halstead.

The Committee of Organization, the advisory councils, the honorary members, and the Committee of Coöperation were so numerous that they can not be named in this report without extending it to undue length. The honorary membership embraced many distinguished names, including those of his majesty King Oscar of Sweden and Norway, Lord Chief Justice Coleridge of England, Lord Tennyson, Cardinal Manning, Prof. Max Muller of Oxford, Dr. George Ebers of Germany, Professor de Laveleye of Belgium, the presidents of leading colleges and universities, the foreign ministers of the United States, and many scientists and other persons of high distinction.

The world's congresses of 1893 were held in the permanent memorial Art Palace erected on the shore of Lake

Michigan, near the heart of the city of Chicago, through the coöperation of the directory of the World's Columbian Exposition and the directors of the Art Institute of Chicago. The city of Chicago contributed the site, the Art Institute furnished about \$400,000 and the directory of the Exposition supplied the sum of \$200,000, upon the condition that the building should be completed and furnished for the uses of the World's Congress Auxiliary during the Exposition season, from May to October. This building is 319 feet in front on Michigan Avenue, at the intersection of Adams Street, and has two wings extending eastward toward Lake Michigan 176 feet. It contains thirty-three halls, which were calculated to accommodate from 100 to 700 persons each; and between the two wings were erected two large audience rooms with seats for nearly 3,000 persons, and standing room for perhaps a thousand persons more in each of these halls. The north one was named the Hall of Columbus, the south one the Hall of Washington. It was estimated that the entire building would hold more than 12,000 persons, and on many occasions, especially during the women's congress, the educational congress, and particularly the religious congresses, the building was found inadequate to the demands of the occasion. The building was not finished until about the 1st of July, but was taken by the Auxiliary before the 1st of May and occupied by the congresses which commenced on the 15th of that month. No accident or disturbance worth mentioning occurred during the entire world's congress season.

Besides the \$200,000 above mentioned, the Exposition directory also expended in the support of the world's congress work about \$75,000, and it is estimated that the various committees of organization also raised and expended about \$25,000 more, making the total expenditures for the congresses about \$300,000.

On the first day of November, 1893, the memorial Art Palace was surrendered to the directors of the Art Institute of Chicago, to be permanently occupied by that institution, under an arrangement made with the city of Chicago for the use of the public ground on which the same is located. This building now constitutes one of the finest temples of

art in the world, and stands as an enduring monument commemorating the wonderful event of the World's Parliament of Religions, and the extraordinary successes of the other world's congresses of 1893.

From thousands of expressions from all parts of the world, perhaps none better can be selected to close this brief summary than that of Prof. Max Muller, the distinguished Oxford professor, in the December, 1894, *Arena*. Writing of the Parliament of Religions, he says:

The World's Congress Auxiliary at the Columbian Exposition proved the most important part and the greatest success of that immense undertaking, taking its place as one of the most memorable events in the history of the world; and the Parliament of Religions, unique and unprecedented, will be remembered and bear fruit when everything else of the mighty Exposition shall long have been swept from the memory of man.

APPENDIX "B."

WORLD'S COLUMBIAN EXPOSITION.

STATEMENT OF FORCE EMPLOYED BY WORLD'S COLUMBIAN EXPOSITION.

SEPTEMBER, 1892, TO OCTOBER, 1893, INCLUSIVE.

	1892				1893											
	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.		
Treasurer	31	32	28	30	36	25	24	26	25	29	36	27	28	24		
Secretary	9	10	10	11	11	12	14	9	8	9	9	9	9	8		
Legal	6	6	6	6	6	6	6	6	4	1	2	2	2	2		
Auditor	18	17	38	39	37	40	39	43	54	40	38	43	41	38		
World's Congress Auxiliary	5	7	8	8	8	8	8	10	11	53	43	7	40	39		
Ceremonies	28	30	4	3	3	2	2	3	2	2	2	3	3	3		
Traffic	3	3	6													
Admissions					5	13	8	40	349	597	654	574	533	584		
Collections					4	15	29	169	247	199	199	164	188	175		
Council of Administration	6	5	8	7	7	7	7	8	9	9	9	11	11	10		
Ways and Means	4	4	5	8	8	8	8	7	7	7	7	9	9	8		
Janitor	11	11	11	11	12	10	9	9	4	2	2	2	2	2		
Public Comfort	4	5	6	5	9	11	13	12	29	33	42	42	41	39		
Woman's										8	4	7	13	46		
Insurance Auxiliary										1	1	1	1	1		
Director-general's office	6	5	9	8	6	9	14	29	28	17	23	10	9	9		
Agriculture	6	6	9	12	12	15	15	18	27	47	42	45	40	25		
Electricity	4	4	5	6	8	9	9	13	13	12	10	10	10	10		
Ethnology	11	9	4	14	18	30	36	31	55	72	60	93	58	54		
Fine Arts	5	6	7	7	8	9	16	31	31	24	23	20	20	21		
Fish and Fisheries	3	1	2	4	4	7	8	8	10	12	11	10	9	8		
Foreign Affairs	13	12	16	10	12	13	13	14	9	12	13	10	10	9		
Forestry	2	2	2	2	2	2	2	3	3	3	3	3	2	2		
Horticulture	5	6	9	6	9	7	8	9	17	14	12	11	11	10		
Liberal Arts	8	9	12	10	11	15	19	23	49	31	31	29	27	26		
Live Stock	2	2	2	2	2	2	3	4	5	5	6	9	32	30		
Machinery	5	5	6	8	9	12	15	25	27	22	25	21	19	18		
Manufactures	6	7	9	7	12	22	28	43	33	24	18	25	41	19		
Mines and Mining	7	10	12	10	12	17	23	32	26	15	14	13	13	13		
New York agency	2	2														
Publicity and Promotion	27	28	27	22	19	32	43	45	50	36	28	17	12	12		
Transportation Exhibits	6	7	7	10	11	16	19	25	22	25	23	20	16	17		
Medical and surgical	7	7	7	7	7	8	6	21								
Bookkeepers	8	9	*14													
Building superintendents	11	13	18	15	11	12	15	18								
Janitor service		51	124	102	114	158	227	363								
Chemists							1	1								
Clerks and messengers	55	49	38	31	28	29	22	32	18							
Coloring and decorating	49	81	30	10	207	232	208	236	390	254	94	2	22	22		
Draughtsmen	65	68	67	58	42	40	37	36	50	37	15	7	5	5		
Electrical engineering	223	223	202	234	231	280	372	749	532	268	155	47				
Engineering expenses	18	17	16	14	13	13	14	15	13	9						
Fire protection	79	86	74	56	34	59	59	53								
Floriculture gardening	40	39	49	38	63	52	66	41								
Grading and surveying	124	90	76	64	50	52	58	361	272	137	41	12	11	11		
Interior docking					10	15	13	22	61	79	28	1	9	10		
Installing exhibits					51	143	109	567	1,303	434	154	69	43	40		
Landscape gardening	437	494	373	204	86	57	158	187	290	254	56	72	73	59		

* Accounting office, construction department, subsequently merged in auditor's office.

STATEMENT OF FORCE EMPLOYED.—Continued.

	1892				1893									
	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.
Mechanical engineering	140	183	306	275	40	175	461	1,018	1,250	908	200	34	-----	-----
Operating railway	27	43	57	52	42	49	62	96	-----	-----	-----	-----	-----	-----
Photograph expenses	2	2	4	6	8	13	21	17	-----	-----	-----	-----	-----	-----
Piers and bridges	7	30	7	1	13	5	34	47	7	31	11	2	4	5
Police protection	293	322	370	366	393	465	588	760	-----	-----	-----	-----	-----	-----
Railway tracks	215	325	325	260	110	101	172	237	220	-----	47	-----	-----	-----
Sculpture modeling	184	239	163	173	173	210	153	408	405	162	105	45	28	31
Secret service	-----	-----	-----	-----	-----	-----	16	24	-----	-----	-----	-----	-----	-----
Stable expenses	26	24	25	24	23	25	25	29	-----	-----	-----	-----	-----	-----
Temporary buildings	330	219	236	562	391	227	214	417	494	-----	-----	-----	-----	-----
Water and sewerage	225	278	253	229	197	210	210	439	372	193	68	-----	22	5
Water supply	4	1	1	1	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Warehouse expenses	-----	-----	-----	-----	2	9	9	37	-----	-----	-----	-----	-----	-----
Miscellaneous	5	130	253	162	168	153	375	438	876	831	672	768	527	423
Chiefs and assistants	-----	-----	-----	-----	-----	-----	-----	-----	4	4	3	3	3	3
Chemists	-----	-----	-----	-----	-----	-----	-----	-----	1	1	1	1	1	1
Clerks and messengers	-----	-----	-----	-----	-----	-----	-----	-----	15	18	13	41	32	20
Electric lights and appl'ces. ..	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Exposition Symphony Orch.	-----	-----	-----	-----	-----	-----	-----	-----	54	98	139	79	46	-----
Fire protection	-----	-----	-----	-----	-----	-----	-----	-----	47	69	71	100	110	58
Floriculture gardening	-----	-----	-----	-----	-----	-----	-----	-----	58	63	54	36	37	33
Guides	-----	-----	-----	-----	-----	-----	-----	-----	45	100	62	-----	-----	-----
Janitor service	-----	-----	-----	-----	-----	-----	-----	-----	624	850	558	495	473	455
Med. and surg. attendance	-----	-----	-----	-----	-----	-----	-----	-----	41	61	64	70	63	63
Operating electric plant	-----	-----	-----	-----	-----	-----	-----	-----	105	175	190	256	273	258
" Launches	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	88	88	37	48
" Power plant	-----	-----	-----	-----	-----	-----	-----	-----	377	286	468	439	480	479
" Railway	-----	-----	-----	-----	-----	-----	-----	-----	83	88	72	47	51	40
" Terminal Station	-----	-----	-----	-----	-----	-----	-----	-----	80	83	76	52	31	31
" Water and sewerage	-----	-----	-----	-----	-----	-----	-----	-----	90	110	69	138	116	114
Photograph expenses	-----	-----	-----	-----	-----	-----	-----	-----	45	72	95	108	86	77
Police protection	-----	-----	-----	-----	-----	-----	-----	-----	1,522	1,695	1,945	1,748	1,785	1,700
Public Comfort expenses	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Secret service	-----	-----	-----	-----	-----	-----	-----	-----	161	277	284	254	225	196
Services of bands	-----	-----	-----	-----	-----	-----	-----	-----	200	86	128	78	80	44
Stable expenses	-----	-----	-----	-----	-----	-----	-----	-----	40	47	32	36	43	32
Supt. grounds and buildings.	-----	-----	-----	-----	-----	-----	-----	-----	24	36	52	16	23	23
Warehouse expenses	-----	-----	-----	-----	-----	-----	-----	-----	178	229	78	40	37	33

Average per month pre-Exposition period, 3,753%. Exposition period, 7,729%. For fourteen months, 5,457%. Grand total, 76,406.

APPENDIX "C."

WORLD'S COLUMBIAN EXPOSITION.

REPORT OF THE AUDITOR TO THE PRESIDENT, JUNE 30, 1895.

THE WORLD'S COLUMBIAN EXPOSITION.
AUDITOR'S OFFICE, CHICAGO, July 1, 1895.

H. N. HIGINBOTHAM, *President*.

DEAR SIR: I beg to present herewith my report giving classified statements of receipts, disbursements, assets, and liabilities of the World's Columbian Exposition, as of date June 30, 1895.

RECEIPTS.

CAPITAL STOCK:			
2 per cent on	26,010 shares	-----	\$ 5,202 00
20 " "	9,221 " "	-----	18,442 00
40 " "	3,467 " "	-----	13,868 00
60 " "	7,638 " "	-----	45,828 00
80 " "	1,249 " "	-----	9,992 00
100 " "	552,187 " "	-----	5,521,870 00
Installments in suspense		-----	1,952 33
			\$5,617,154 33
CITY OF CHICAGO—Proceeds of appropriation			5,000,000 00
SOUVENIR COINS			1,929,120 00
PREMIUM ON SOUVENIR COINS			517,560 43
GATE RECEIPTS:			
Pre-Exposition period			282,641 97
Exposition period, May		\$ 583,031 25	
" "	June	1,256,180 00	
" "	July	1,325,376 75	
" "	Aug.	1,694,518 00	
" "	Sept.	2,263,038 25	
" "	Oct.	3,213,921 50	
		10,336,065 75	
			10,618,707 72
CONCESSION RECEIPTS:			
Pre-Exposition period			171,181 54
Exposition period, May		74,696 15	
" "	June	334,128 67	
" "	July	598,540 56	
" "	Aug.	578,520 13	
" "	Sept.	843,240 31	
" "	Oct.	1,294,149 74	
		3,723,275 56	
			3,894,457 10
Carried forward			\$27,576,999 58

Brought forward.....		\$27,576,999 58
INTEREST—Interest on deposits.....		68,090 50
POWER AND LIGHT RECEIPTS:		
Fuel oil furnished	\$ 10,247 60	
Electric lighting.....	235,699 58	
Electric power furnished	36,729 11	
Steam power.....	19,740 87	
Compressed air service.....	6,591 51	
Machine shop receipts.....	8,639 78	
		\$317,648 45
WATER AND SEWERAGE RECEIPTS:		
Water service.....	13,760 69	
Plumbing receipts.....	15,326 90	
		29,087 59
TRANSPORTATION RECEIPTS:		
Switching.....	40,514 10	
Terminal receipts	72,300 50	
Transporting supplies.....	7,827 58	
Passenger earnings.....	255 95	
Pilot service receipts.....	10,521 71	
Installing exhibits receipts...	17,880 89	
Removing garbage receipts..	14,487 99	
Warehouse handling	696 59	
Storage on exhibits.....	7,031 48	
Storage on empty packing cases	45,732 15	
Storage on construction material	93 12	
		217,342 06
AGRICULTURAL DEPARTMENT RECEIPTS:		
Entrance fees for poultry....	1,051 25	
Dairy receipts.....	6,990 18	
Forage receipts	14,336 54	
		22,377 97
MISCELLANEOUS RECEIPTS:		
Architectural service	2,279 99	
First aid for accidents	2,116 08	
Materials sold.....	6,450 93	
Police service receipts	13,936 68	
Forfeits on contracts	300 00	
Official guides.....	4,715 01	
Rents.....	647 50	
Gas connections.....	675 00	
Photographic receipts, net...	90,577 64	
Rooming receipts	1,966 31	
Employees' passes and badges	93,499 38	
Advertising privileges.....	1,000 00	
Traveling crane receipts.....	10,219 90	
World's Congress auxiliary..	2,130 37	
Receipts in suspense.....	15 00	
		230,529 79
		816,985 86
Carried forward		\$28,462,075 94

REPORT OF THE AUDITOR.

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RECEIPTS, POST-EXPOSITION PERIOD.

Brought forward.....		\$28,462,075 94
GATE RECEIPTS	\$31,666 50	
INTEREST ON DEPOSITS.....	8,242 12	
TRANSPORTATION RECEIPTS:		
Switching.....\$	4,735 95	
Terminal receipts	28,017 78	
		32,753 73
POWER AND LIGHT RECEIPTS:		
Electric lighting.....	27 30	
Machine shop receipts.....	76 77	
		104 07
SALVAGE RECEIPTS:		
Buildings sold (miscellaneous small buildings).....	4,009 00	
Decorations sold	5,462 96	
Electrical material sold.....	20,381 76	
Engineering implements and tools sold	1,877 00	
Floating property sold.....	4,325 00	
Fire apparatus sold.....	10,762 76	
Horses, wagons, and harness sold.....	10,219 75	
Lost and found articles.....	697 72	
Miscellaneous material sold..	17,029 88	
Mechanical material sold....	37,344 06	
Plants sold.....	45 15	
Railroad material sold.....	38,631 99	
Souvenirs sold	11,044 51	
Uniforms sold.....	5,071 65	
Water and sewerage materials sold.....	44,296 49	
Waterfowl sold.....	368 17	
Furniture and fixtures sold..	27,243 03	
		238,810 88
WATER AND SEWERAGE RECEIPTS:		
Plumbing receipts.....		17 20
MISCELLANEOUS RECEIPTS:		
First aid for accidents.....	4 00	
Police service receipts.....	1,218 50	
Interest and exchange.....	41 68	
		1,264 18
		312,858 68
		28,774,934 62
LIABILITIES:		
Accounts payable	3,654 52	
Unclaimed wages	8,943 66	
		12,598 18
Total receipts.....		\$28,787,532 80

DISBURSEMENTS.

GENERAL AND OPERATING EXPENSES:

Accident insurance.....	\$ 41,618 81
Archæological and ethnological examinations.....	130,341 18
Advertising	89,497 74
Attendants and laborers.....	154,218 17
Badges	5,964 89
Carriage hire.....	1,716 42
Chemists.....	2,450 00
Commissions	157,705 53
Concession expenses.....	90,921 66
Dairy expenses.....	20,082 10
Dedication ceremonies.....	211,182 06
Department superintendents.....	44,681 43
Department inspectors	2,042 50
Donations and charities.....	24,971 50
Entertaining guests	9,997 82
Exhibits purchased.....	32,868 83
Exposition symphony orchestra.....	135,671 10
Experts	13,966 96
Freight and express.....	3,589 11
Freight pilot service.....	8,147 46
Fire protection.....	256,444 29
Floricultural gardening.....	61,667 47
Foreign agents	119,284 41
Foreign agitation	38,123 17
Freight on exhibits.....	14,739 46
Forage for live stock.....	12,896 82
Furniture and fixtures.....	67,034 19
Gas	5,962 48
Guides.....	6,543 50
Gate expenses	341,734 25
Heating offices and buildings.....	66,521 44
Hire of launches and gondolas.....	495 00
Horticultural gardening	2,133 89
Ice	4,771 25
Interpreters	550 00
Inaugural ceremonies.....	8,883 12
Incidental expenses	2,957 53
Interest and exchange.....	11,829 70
Interest on debenture bonds, net	200,980 77
Insurance.....	122,057 26
Insurance on exhibits.....	6,598 91
Installing exhibits.....	313,451 53
Janitor service	211,008 56
Laundry work	3,826 97
Legal expenses	86,707 70
London agency	13,096 21
Medical and surgical attendance	45,331 34
National agitation.....	65,116 63

Carried forward....\$ 3,272,383 12

Brought forward.....	\$ 3,272,383 12
Newspapers.....	9,274 39
New York agency.....	15,281 35
Operating water and sewer- age.....	51,437 76
Operating laboratory.....	608 11
Operating electric plant.....	144,425 61
Operating launches.....	39,605 89
Operating refrigerating plant.....	389 95
Operating traveling cranes ..	522 10
Organ and organ recitals	12,079 50
Operating water supply	15,891 67
Operating fountains.....	1,148 56
Operating sewerage cleans- ing works.....	16,212 14
Operating Terminal Station ..	21,602 58
Operating power plant	416,236 24
Operating railway.....	112,294 35
Official catalogue.....	11,321 29
Postage.....	61,490 71
Photographical labor and material	6,528 87
Pyrotechnical displays.....	103,141 13
Premiums on live stock.....	117,332 20
Premiums on employes' bonds	979 29
Publications.....	21,601 40
Police protection.....	1,046,352 25
Personal injuries	17,915 29
Public Comfort expenses.....	29,928 55
Removing debris.....	68,472 15
Removing garbage.....	13,274 30
Removing ice and snow.....	16,104 49
Rent of offices.....	62,843 01
Rent of grounds.....	47,068 98
Repairing bridges.....	1,188 29
Repairing statuary.....	1,076 80
Repairing piers and break- waters	4,769 72
Repairing interior docking....	6,903 57
Repairing fences.....	2,936 55
Repairing buildings.....	71,295 86
Repairing viaducts.....	1,978 93
Repairs and fittings for offices and buildings.....	3,400 77
Salaries of clerks.....	406,154 52
Salaries of officers	341,740 49
Secret service	119,537 01
Sheet music and musical in- struments	10,287 40
Shoe and leather exhibit.....	18,891 64
Souvenir coin expenses	129,150 54
Services of bands	172,896 25
Superintending grounds and buildings	33,504 79
Stationery and printing.....	90,283 80
Subsistence allowance.....	17,169 78
Carried forward.....	\$ 7,186,913 94

Brought forward.....	\$ 7,186,913 94	
Supplies for offices and build- ings	10,615 17	
Stable expenses.....	61,746 67	
Special legislation.....	7,323 58	
Special attractions.....	24,493 96	
Teaming.....	2,222 41	
Telegrams and cablegrams..	11,050 71	
Telephones	25,628 83	
Typewriter repairs and sup- plies	1,564 33	
Traveling expenses.....	28,547 46	
Transportation concession- aires' supplies.....	7,565 53	
Uniforms	75,968 92	
Warehouse expenses	43,713 41	
Waterfowl	2,656 48	
		<hr/>
		\$7,490,011 40
Preliminary organization ex- penses		90,674 97
DIVIDENDS:		
City of Chicago appropriation		500,000 00
Capital stock (10 per cent) ...		548,985 00
CONSTRUCTION EXPENDITURES:		
Accounting Building	36,199 61	
Anthropological Building....	87,612 02	
Administration Building....	476,627 14	
Agricultural Building.....	699,316 75	
Art Building	758,781 98	
Art Institute	200,000 00	
Architects' fees.....	39,298 57	
Board of Architects.....	137,351 40	
Building implements and tools	7,184 60	
Bicycle Court.....	3,550 00	
Boiler house.....	47,016 99	
Boiler plant.....	192,674 93	
Band stands	10,671 31	
Bridges	83,340 90	
Bonded warehouses	14,197 98	
Claims and damages.....	445,100 71	
Colonnade and obelisk.....	101,495 36	
Clock tower	14,602 00	
Composing and stereotype building.....	2,114 66	
Combination booths	10,448 50	
Children's Pavilion.....	130 00	
Choral Building	89,581 21	
Coloring and decorating	382,898 61	
Carpenter shop.....	12,487 39	
Dairy Building	27,054 80	
Damages to property.....	8,333 04	
Draughtsmen's wages.....	179,707 62	
Draughtsmen's materials	15,966 74	
Dredging, filling, and exca- vating	615,254 36	
		<hr/>
Carried forward.....	\$ 4,698,999 18	\$8,629,671 37

Brought forward.....	\$ 4,698,999 18	\$8,629,671 37
Dairy barns.....	57,529 04	
Decorations.....	121,162 46	
Electric lights and appliances.....	81,774 08	
Electrical engineering.....	71,758 00	
Electricity Building.....	447,761 84	
Electric plant.....	1,242,445 20	
Elevation of Illinois Central tracks.....	250,150 00	
Engineering expenses.....	61,094 48	
Engineering implements and tools.....	5,864 22	
Fencing (including ticket booths and turnstiles).....	92,934 07	
Fire plant.....	2,968 94	
Fire and police houses.....	78,702 42	
Fisheries Building.....	235,008 29	
Filters.....	10,000 00	
Floating property.....	92,700 38	
Fountains.....	140,080 76	
Forestry Building.....	83,289 59	
Freight sheds.....	20,053 38	
Furniture for buildings.....	121,268 85	
Garbage crematory building.....	3,182 23	
Garden implements and tools.....	4,680 43	
Grand court pavilion.....	12,375 00	
Grounds and buildings office.....	102,092 21	
Grading and surveying.....	148,900 15	
Hauling material.....	33,172 00	
Horses, wagons, harness, etc.....	38,405 82	
Horticultural implements and tools.....	813 97	
Horticultural Building.....	319,766 46	
Interior docking.....	279,525 28	
Intramural water transporta- tion.....	751 49	
Kitchen and storeroom.....	30,000 00	
Live-stock exhibit building ..	67,475 97	
Live-stock sheds.....	85,445 77	
Lake front improvement.....	11,949 68	
Landscape office and tool house.....	464 16	
Landscape gardening.....	493,312 43	
Landscape architecture.....	23,064 27	
Machinery Building.....	1,235,982 89	
Manufactures Building.....	1,812,691 64	
Maps and plans.....	31,035 23	
Marine Café.....	15,000 00	
Miscellaneous buildings.....	13,545 90	
Mechanical engineering.....	50,394 49	
Mechanical implements and tools.....	13,307 32	
Music Hall, Casino, and Peri- style (net).....	318,012 88	
Mines and Mining Building..	292,947 47	
Oil storehouse.....	598 08	
Carried forward.....	\$13,354,438 40	\$8,629,671 37

Brought forward....	\$13,354,438 40	\$8,629,671 37
Office building for Mechanical and Electrical departments	10,756 76	
Oil plant.....	33,942 05	
Paint shop.....	5,343 28	
Piers and breakwaters.....	308,019 90	
Public Comfort Building.....	27,345 75	
Police signal boxes.....	11,181 01	
Perron and train sheds.....	55,153 04	
Power plant.....	665,799 43	
Propagating houses.....	20,095 29	
Permanent power, operation during construction.....	36,496 63	
Pumping station.....	53,029 94	
Reproduction of the Convent La Rabida.....	25,225 56	
Runways and cranes, Machinery Hall.....	97,510 08	
Railway tracks.....	409,501 34	
Railway Terminal Station...	236,985 71	
Real estate.....	26 20	
Right of way.....	51,592 00	
Rockery, Horticultural Building.....	240 46	
Roadways and sidewalks.....	396,353 24	
Silo Building.....	3,953 00	
Sculpture modeling.....	384,628 75	
Seats for grounds.....	14,868 07	
Sewerage cleansing works...	57,674 58	
Statues.....	230,695 48	
Service stables.....	7,220 02	
Storage Building.....	10,848 46	
Superintending construction.	188,548 28	
Surveying and examining sites.....	2,262 02	
Storage houses for empty packing cases.....	61,978 20	
Saw mill.....	21,794 00	
Shoe and Leather Building..	93,243 76	
Ticket booths and turnstiles (lagoons).....	26,503 49	
Temporary buildings.....	58,933 46	
Construction of-		
fice.....	\$10,096 34	
Stable.....	3,091 53	
Hospital.....	1,197 44	
Fire engine houses	5,104 04	
Tool houses.....	917 27	
Police barracks...	6,168 73	
Power house.....	9,278 92	
Staff houses.....	7,245 05	
Watch houses.....	1,099 91	
Privies.....	6,137 19	
Miscellaneous.....	8,597 04	
Temporary sidewalks and roadways.....	17,567 52	
Carried forward....	\$16,979,755 16	\$8,629,671 37

Brought forward.....	\$16,979,755 16	\$ 8,629,671 37
Transportation Building.....	555,037 31	
Toilet buildings.....	8,208 83	
Turkish Mosque.....	2,758 93	
Van Buren Street pier.....	6,426 52	
Van Buren Street viaduct.....	18,136 00	
Viaducts, Midway Plaisance.....	19,522 70	
Water and sewerage.....	944,492 20	
Water supply.....	5,326 06	
Woman's Building.....	138,803 90	
		18,678,467 61
POST-EXPOSITION EXPENDITURES:		
Advertising.....	235 15	
Archæological and ethnological examinations.....	3,713 48	
Attendants and laborers.....	6,462 89	
Board of South Park Commissioners (final settlement)....	200,000 00	
Carriage hire.....	7 00	
Claims and damages.....	491 61	
Concession expenses.....	6,107 92	
Damages to property.....	1,072 16	
Department superintendents.....	4,735 77	
Department inspectors.....	225 00	
Draughtsmen's wages.....	1,426 31	
Draughtsmen's material.....	56 12	
Experts.....	762 50	
Final reports.....	56,944 87	
Fire protection.....	12,045 93	
Floricultural gardening.....	2,345 42	
Freight and express.....	81 05	
Freight on exhibits returned.....	4,893 76	
Furniture and fixtures.....	123 47	
Gas.....	997 90	
Gate expenses.....	7,923 53	
Grading and surveying.....	944 12	
Heating offices and buildings.....	19,566 89	
Ice.....	319 69	
Insurance on exhibits returned.....	160 58	
Incidental expenses.....	62 53	
Janitor service.....	38,954 56	
Landscape gardening.....	2,026 74	
Laundry work.....	256 72	
Legal expenses.....	1,527 64	
Maps and plans.....	177 10	
Mechanical implements and tools.....	1,502 42	
Medical and surgical attendance.....	2,496 95	
Newspapers.....	19 62	
Operating electric plant.....	16,839 17	
Operating launches.....	800 25	
Operating power plant.....	52,181 64	
Operating railway.....	21,590 42	
Operating sewerage cleansing works.....	219 30	
Carried forward.....	\$470,298 18	\$27,308,138 98

Brought forward....	\$470,298 18	\$27,308,138 98
Operating Terminal Station..	3,214 33	
Operating water and sewer- age	9,404 44	
Operating water supply	5,387 99	
Personal injuries	985 90	
Police protection	133,590 58	
Postage	1,856 62	
Premiums on employes' bonds	185 58	
Preserving and repairing prop- erty	7,707 28	
Relaying tracks	3,009 86	
Removing buildings (miscel- laneous small buildings)...	971 04	
Removing debris	606 07	
Removing electric plant	30,603 54	
Removing exhibits	63,745 91	
Removing fences	314 36	
Removing garbage	2,761 64	
Removing statues	69 25	
Removing power plant	64,459 77	
Removing tracks	893 20	
Removing ice and snow	291 60	
Removing water and sewer- age plant	4,573 85	
Rent of grounds	17,931 02	
Rent of offices	9,497 09	
Repairing bridges	201 87	
Repairing buildings	18,062 25	
Repairing fences	634 12	
Repairing fountains	53 73	
Repairing interior docking...	647 62	
Repairing piers and break- waters	995 94	
Repairing statuary	3,027 93	
Repairing viaducts	201 87	
Repairs and fittings for offices and buildings	2,023 35	
Roadways and sidewalks	2,592 09	
Salaries of clerks	51,742 60	
Salaries of officers	25,608 10	
Secret service	9,605 36	
Salvage expenses	6,198 68	
Seats for grounds	72 02	
Stable expenses	16,487 88	
Stationery and printing	2,918 88	
Storage on exhibits	2 65	
Subsistence allowance	1,538 52	
Supplies for offices and build- ings	1,117 75	
Superintending grounds and buildings	14,376 28	
Teaming	391 75	
Telegrams and cablegrams ..	157 77	
Telephones	1,299 28	
Temporary buildings	694 96	
Carried forward....	\$993,012 35	\$27,308,138 98

Brought forward....	\$993,012 35	\$27,308,138 98
Temporary sidewalks and roadways	22 02	
Traveling expenses	699 21	
Typewriter repairs and supplies	179 33	
Warehouse expenses	38,596 05	
Waterfowl	52 50	
	<u>1,032,561 46</u>	
Total disbursements		<u>\$28,340,700 44</u>
Total receipts from all sources		\$28,787,532 80
Total disbursements		<u>28,340,700 44</u>
Balance		\$ 446,832 36

The total expenditures to date have been twenty-eight million three hundred and forty thousand seven hundred dollars and forty-four cents (\$28,340,700.44).

The World's Columbian Exposition 6 per cent debenture bonds principal (\$4,444,500) is not shown in this report, it having been paid in full and account closed.

ASSETS.

COMPOSED OF THE FOLLOWING:

IMMEDIATELY AVAILABLE—		
Cash in Chicago banks	\$425,998 60	
C. V. Barrington, petty cash	100 00	
	<u></u>	\$426,098 60
AVAILABLE IN THE FUTURE—		
Chemical National Bank	\$ 11,168 60	
Bills receivable	6,953 91	
World's Columbian Commission, their proportion of expenses	2,611 25	
	<u></u>	20,733 76
		<u>\$446,832 36</u>
NET ASSETS, as per condensed balance sheet (page 350)	\$434,234 18	
ESTIMATED LIABILITIES, account of unadjusted claims	150,000 00	
	<u></u>	
Balance NET ASSETS		\$284,234 18

CONDENSED BALANCE SHEET, 30TH JUNE, 1895.

Preliminary organization	\$ 90,674 97	Capital stock	\$ 5,617,154 33
General and operating expenses	7,490,011 40	City of Chicago	5,000,000 00
Construction expenditures	18,678,467 61	Souvenir coins and premiums on same	2,446,680 43
Post-Exposition expenses	1,032,561 46	Gate receipts	10,618,707 72
City of Chicago (dividend account)	500,000 00	Concession receipts	3,894,457 10
10 per cent dividend	548,985 00	Interest	68,090 50
Assets	\$446,832 86	General receipts	816,985 86
Liabilities, 12,598 18		Post-Exposition receipts	312,858 68
Net assets	434,234 18		
	<u>\$28,774,934 62</u>		<u>\$28,774,934 62</u>

EXPENDITURES TO 30TH JUNE, 1895.

DISTRIBUTED BY DEPARTMENTS.

	Pre-Exposition and Exposition.	Post-Exposition.	Total.
Admissions	\$ 352,232 88	\$ 9,887 45	\$ 362,120 33
Agriculture	85,566 20	8,161 88	93,728 08
Auditing	82,076 28	23,708 67	105,784 95
Ceremonies	315,366 45	127 80	315,494 25
Charities and Corrections	4,852 95	105 59	4,958 54
Commissioner-at-Large	5,682 43		5,682 43
Collections	90,921 31	7,252 62	98,173 93
Council of Administration	29,815 95	591 05	30,407 00
Construction	18,801,117 74		18,801,117 74
Custodian		2,191 77	2,191 77
Director-general (office employes and expenses)	24,579 77	9,147 87	33,727 64
Electricity	42,690 69	4,417 89	47,108 58
Ethnology	131,266 86	9,092 33	140,359 19
Executive	125,215 89	4,324 11	129,540 00
Family Dormitory Association	302 56		302 56
Functions	127,580 98	18 77	127,599 75
Fire	256,492 04	12,069 83	268,561 87
Finance Committee	1,378,148 10	200,000 00	1,578,148 10
Fish and Fisheries	30,132 53	4,793 01	34,925 54
Fine Arts	105,923 80	15,648 74	121,572 54
Carried forward	\$21,989,965 41	\$311,539 88	\$22,301,504 79

EXPENDITURES TO 30TH JUNE, 1895 — *Continued.*

DISTRIBUTED BY DEPARTMENTS.

	Pre-Exposition and Exposition.	Post-Exposition.	Total.
Brought forward.....	\$21,989,965 41	\$311,539 38	\$22,301,504 79
Floriculture.....	71,497 48	2,411 93	73,909 41
Forestry.....	13,111 77	1,356 49	14,468 26
Foreign Affairs.....	218,009 91	997 80	219,007 71
Grounds and Buildings Committee.....	12,864 01	-----	12,864 01
Horticulture.....	34,497 66	4,678 84	39,176 50
Hygiene and Sanitation...	2,926 82	514 97	3,441 79
Installation.....	337,649 34	399 98	338,049 32
Insurance Auxiliary.....	165,682 78	303 38	165,986 16
Liberal Arts.....	33,616 08	4,324 29	37,940 37
Live Stock.....	154,382 26	2,397 78	156,780 04
Legal.....	58,205 47	1,575 04	59,780 51
Machinery.....	48,475 99	7,680 02	56,156 01
Manufactures.....	81,356 57	9,816 96	91,173 53
Marine.....	55,566 61	800 25	56,366 86
Medical.....	46,112 34	3,171 80	49,284 14
Mines and Mining.....	61,854 91	6,889 76	68,744 67
Music.....	386,786 90	2,056 53	388,843 43
National and State exhibits	55,317 00	-----	55,317 00
Pomology.....	2,378 89	15 00	2,393 89
Police.....	1,324,504 29	145,698 59	1,370,202 88
Press and Printing.....	12,195 91	-----	12,195 91
Publicity and Promotion...	191,483 54	748 00	192,231 54
Public Comfort.....	29,928 55	150 55	30,079 10
Shoe and Leather.....	24,587 33	492 35	25,079 68
Secretary.....	61,173 04	12,915 34	74,088 38
Transportation exhibits...	69,636 81	7,129 58	76,766 39
Traffic manager.....	17,129 27	-----	17,129 27
Treasurer.....	121,780 38	17,418 41	139,198 79
United States agent.....	94 94	-----	94 94
Viticulture.....	3,311 82	209 78	3,521 60
Ways and Means.....	181,016 04	3,261 58	184,277 62
Woman's.....	21,819 32	3,041 26	24,860 58
Woman's Dormitory Asso- ciation.....	204 89	-----	204 89
World's Congress Auxili- ary.....	76,750 26	1,182 33	77,932 59
Operating.....	1,262,399 43	-----	1,262,399 43
Guides.....	7,007 35	-----	7,007 35
New York agency.....	15,283 45	-----	15,283 45
Terminative.....	-----	479,295 44	479,295 44
Miscellaneous.....	66,899 19	88 05	66,987 24
Preliminary organization expenses.....	90,674 97	-----	90,674 97
Total expenses (as shown on page 349).....	\$27,308,138 98	\$1,032,561 46	\$28,340,700 44

THE TOTAL EXPENDITURES TO JULY 1, 1895, BOTH CONSTRUCTION AND GENERAL CONSOLIDATED, AND INCLUDING IN EACH CASE COST OF BUILDINGS ERECTED FOR SPECIAL USE, MAY BE GROUPED AS FOLLOWS:

AGRICULTURAL EXHIBIT.—Agricultural Building and repairs, general expenses.....	\$748,911 97
ANTHROPOLOGY AND ETHNOLOGY EXHIBIT.—Anthropological Building and repairs, archæological and ethnological examinations, general expenses.....	228,062 54
ARCHITECTURE.—Architects' fees, Board of Architects, draughtmen's wages, and material, maps, and plans.....	405,019 09
ART EXHIBIT.—Galleries of Fine Arts and repairs, exhibits purchased, expenses of department.....	837,756 35
BRIDGES.—Bridges and repairs.....	84,731 06
CEREMONIES.—Dedication and inaugural, entertaining guests, invitations, general expenses.....	258,469 69
COLORING AND DECORATING.—Exterior and interior painting and decorating, paint shop and repairs, general expenses.....	388,304 65
CONCESSION EXPENSES.—Salaries of officers and clerks, ticket booths and turnstiles at lagoons, uniforms, general expenses.....	132,242 95
DAIRY.—Dairy Building and repairs, operating refrigerating plant, general expenses.....	106,817 70
DAMAGES.—Personal injuries, claims and damages, damages to property.....	472,830 36
DECORATIONS.—Interior and exterior decorations, general expenses.....	123,600 81
DIVIDENDS.—City of Chicago appropriation.....	500,000 00
Capital stock (10 per cent).....	548,985 00
DONATIONS AND CHARITIES.—Families of firemen, etc....	24,971 50
DREDGING.—Dredging, excavating, filling, rent of machines.....	615,254 36
ELECTRICAL EXHIBIT.—Electricity Building and repairs, general expenses.....	475,312 99
ELECTRIC PLANT.—Construction, operating, and removal of plant, cost of office building, general expenses....	1,592,908 38
ENGINEERING, GRADING, AND SURVEYING.—Wages, implements, and tools, surveys and examinations, grades and surveys, general expenses.....	219,110 74
FENCING.—Construction and repairs.....	96,819 10
FINANCE.—Interests, commissions, souvenir coin expenses, treasurer's department, general expenses.....	599,862 34
FIRE PROTECTION.—Engine houses, wages of firemen, fire plant, rent of apparatus, extinguishers, chemicals, general expenses.....	311,246 71
FISHERIES EXHIBIT.—Fisheries Building, repairs on same, general expenses.....	261,008 15
FOREIGN AGENTS.—London agency, traveling agents abroad, foreign agitation, general expenses.....	228,271 84
FORESTRY EXHIBIT.—Forestry Building, saw-mill, repairs, general expenses.....	111,159 51
FURNITURE FOR BUILDINGS.—Furniture, tools, implements, general expenses.....	128,352 03
GATE EXPENSES.—Salaries of officers, clerks, ticket sellers, and gatemen, uniforms.....	364,383 85
Carried forward.....	\$9,864,393 65

Brought forward.....	\$ 9,864,393 65
GENERAL EXPENSES.—Salaries, advertising, postage, rents, gas, ice, incidentals, heating offices, legal expenses, newspapers, stationery and printing, telegrams, telephones, traveling expenses, Accounting and Administration Building.....	1,479,529 02
GROUNDS.—Superficial work on same, such as removing debris, garbage, ice and snow, hauling material, seats, toilet buildings, fountains, South Park Commissioners' final settlement.....	707,258 28
HORTICULTURAL AND FLORICULTURAL EXHIBIT.—Horticultural Building, heating, repairs, implements and tools, greenhouses, gardening, general expenses.....	464,878 68
INSTALLING AND REMOVING EXHIBITS.—Installing exhibits, freight on loan exhibits, bonded warehouse, storage houses for packing-cases, and removing exhibits.....	592,907 06
INSURANCE.—Insurance on buildings and exhibits, accident insurance.....	172,135 35
JANITORS.—Janitors, attendants, messengers, uniforms, guides.....	383,929 75
LANDSCAPE GARDENING.—Landscape architecture, implements and tools, gardening, propagating house, general expenses.....	555,593 00
LIVE-STOCK EXHIBIT.—Live-stock building, sheds, repairs, silo building, premiums, forage, general expenses....	299,238 33
MACHINERY EXHIBIT.—Machinery Building, repairs, general expenses.....	1,272,936 99
MANUFACTURES AND LIBERAL ARTS EXHIBIT.—Manufactures and Liberal Arts Building, repairs, clock tower, general expenses.....	1,904,976 71
MARINE.—Operating launches, waterfowl, floating property, general expenses.....	139,302 58
MEDICAL AND SURGICAL.—Surgeons, physicians, nurses, medicine, temporary hospital, general expenses.....	49,248 05
MINES AND MINING EXHIBIT.—Mines Building, repairs, operating laboratory, general expenses.....	333,443 26
MUSIC.—Services of bands, symphony orchestra, music hall, choral building, band stands, sheet music, organ and organ recitals, general expenses.....	607,377 75
NATIONAL AGITATION.—Agitation, legislation, outside agencies.....	87,793 66
PIERS AND BREAKWATERS.—Piers, breakwater, interior docking, repairs.....	607,288 55
POLICE PROTECTION.—Guards, secret service, signal boxes, barracks, uniforms, police stations, general expenses.....	1,418,061 38
POWER PLANT.—Construction, operation and removal of power plant, boiler plant, runways and traveling cranes, general expenses.....	1,582,614 77
PRELIMINARY ORGANIZATION.—Expenses prior to legal organization.....	90,674 97
PUBLIC COMFORT.—Public Comfort Building, repairs, general expenses.....	163,281 49
RAILWAY TRANSPORTATION.—Railway tracks, right of way, rent of grounds, perron and train sheds, terminal station, repairs, operation, elevation of Illinois Central tracks, general expenses.....	1,353,369 35
Carried forward.....	\$24,130,162 63

Brought forward	\$24,130,162 63
REPRODUCTION OF CONVENT OF LA RABIDA.— Building, repairs, installation, general expenses.....	25,009 16
ROADWAYS AND SIDEWALKS.— Roadways, sidewalks, temporary walks and drives, maintenance	416,501 27
SCULPTURE.— Modeling, statues, colonnade and obelisk, peristyle, tools, staff houses, repairs, general expenses..	863,554 25
SHOE AND LEATHER EXHIBIT.— Shoe and Leather Building, repairs, contribution, general expenses.....	113,819 30
SPECIAL ATTRACTIONS.— Pyrotechnical displays, outdoor concerts, entertainments.....	127,635 09
STABLE EXPENSES.— Horses, wagons, harness, shoeing, feed, bedding, buildings, repairs, general expenses..	125,400 41
SUPERINTENDENCE AND INSPECTION.— Superintendents, inspectors, experts, general expenses	302,523 51
TRANSPORTATION EXHIBIT.— Transportation Building, repairs, general expenses.....	602,561 63
VIADUCTS.— Van Buren Street, Midway Plaisance, and repairs	39,839 50
WATER AND SEWERAGE.— Construction, operation, and removal of plant, pumping station, sewerage cleansing works, filters, general expenses.....	1,180,520 43
WOMAN'S BUILDING.— Woman's Building, repairs, general expenses	145,680 19
WORLD'S CONGRESS AUXILIARY.— Rent of Art Building, general expenses.....	267,493 05
	<u>\$28,340,700 44</u>

STATEMENT OF RECEIPTS AND EXPENSES CONDUCTING THE EXPOSITION,
FROM 1ST MAY TO 31ST OCTOBER, 1893.

MONTH.	Receipts.	Expenses.	Net.
May	\$ 616,140 61	\$ 593,757 20	\$ 22,383 41
June	1,647,644 44	630,595 20	1,017,049 24
July	1,967,194 84	598,319 97	1,368,874 87
August	2,337,856 25	569,798 12	1,768,058 13
September	3,169,938 92	537,566 92	2,632,372 00
October	4,456,870 33	541,167 20	3,915,703 13
	<u>\$14,195,645 39</u>	<u>\$3,471,204 61</u>	<u>\$10,724,440 78</u>

Average receipts per day (exclusive of Sundays), \$89,845 85

Average expenses per day (exclusive of Sundays), 21,969 64

In arriving at the foregoing result no account, of course, has been taken of construction expenses, but only such charges as were applicable to the management of the Exposition during the six months of its continuance were considered.

Respectfully submitted,

WILLIAM K. ACKERMAN,

Auditor.

CHAS. V. BARRINGTON,

Ass't Auditor.

APPENDIX "D."

WORLD'S COLUMBIAN EXPOSITION.
DEPARTMENT OF ADMISSIONS.

CHICAGO, January 1, 1895.

HARLOW N. HIGINBOTHAM,
President World's Columbian Exposition.

SIR :

I have the honor to submit the following as the final report of the Department of Admissions of the World's Columbian Exposition :

The position of superintendent of the Department of Admissions was tendered me by the Bureau of Admissions and Collections of the World's Columbian Exposition and accepted on December 27, 1892. My department was to be under the control of this Bureau of Admissions and Collections, which was a committee consisting of Edward B. Butler, chairman; Harlow N. Higinbotham, Ferdinand W. Peck, Anthony F. Seeberger, and William K. Ackerman. Under the supervision of this bureau my department was organized and equipped for the work in hand. The general questions of policy and the systems to be adopted were determined by me in consultation with the bureau. Long and frequent meetings were held, and I desire to express my deep sense of obligation to each member of the bureau for their patience and their careful consideration of the necessities of my work. On June 24, 1893, the Bureau of Admissions and Collections was abolished by a vote of the Board of Directors, and the superintendent of Admissions thereafter received his instructions direct from yourself as chairman of the Council of Administration. This change, while in the direction of a closer and better organization,

was more apparent than real, from the fact that it had been the aim of everyone in any way connected with the department to keep in close touch with the Council of Administration and to work in the interest of harmony, to the end that good business methods might always obtain.

The department which I was called upon to organize was expected to perform an enormous work. It would seem that the time allowed me was perilously short; the same, however, was true to an equal or greater extent of every branch of the Exposition's work. An office was established immediately at Jackson Park, and no time was lost in looking the ground over and making the necessary preparations. In the four months elapsing between my engagement and the date fixed for the opening of the Exposition it was necessary to perfect arrangements for ticket booths and entrance gates, fix upon a system of admission tickets for the enormous attendance which was expected, arrange for the printing of such tickets, and also for a system of free admissions for those entitled to this courtesy and those whose business brought them within the Exposition grounds, either as employes under the administration or as exhibitors. These and a multitude of other questions connected with the engagement of a force of ticket sellers, ticket takers, inspectors, and office employes, all to be of such a character that reliance could be placed in their integrity and intelligence, were among the things which engaged the attention of the superintendent and of the Bureau of Admissions and Collections.

ENTRANCES.

Booths and entrances had been constructed at Jackson Park for the purpose of experimenting with the visitors who came to the Exposition grounds during the construction period. The entrances were of the zigzag pattern. The ticket then in use was perforated through the middle. The purchaser, on entering the grounds, presented his ticket to the first ticket taker, who tore off one-half, depositing it in the box and allowing the purchaser to pass on with the remainder of the ticket through the zigzag to the other end, where the second ticket taker took the balance of the ticket

and deposited it in his can. At close of business the contents of the two cans should agree. The first ticket taker was hidden from the second, and either one could be relieved from duty by a third ticket taker without the knowledge of the other, by which means it was expected that collusion between ticket takers might be guarded against. This system might possibly have answered well for a smaller crowd, but could not have been satisfactorily operated during any of the crowded days which we experienced. The entire experimental system was therefore discarded and, in accordance with recommendations made by me to the bureau on January 21st, after consultation with the Department of Works—which recommendations the bureau approved and instructed me to carry into effect—a new set of booths and entrances was constructed. These entrances and booths were located as follows :

- Cornell Avenue and Fifty-sixth Street.
- Fifty-seventh Street and Stony Island Avenue.
- Fifty-ninth Street and Stony Island Avenue.
- Sixtieth Street and Stony Island Avenue.
- Madison Avenue (north side of Midway Plaisance).
- Woodlawn Avenue (north side of Midway Plaisance).
- Cottage Grove Avenue (east end of Midway Plaisance).
- Woodlawn Avenue (south side of Midway Plaisance).
- Madison Avenue (south side of Midway Plaisance).
- Sixty-second Street and Stony Island Avenue.
- Sixty-fourth Street and Stony Island Avenue.
- Sixty-fifth Street and Stony Island Avenue.
- Sixty-seventh Street and Stony Island Avenue.
- "Alley L" Terminal.
- Terminal Railroad Station.
- Casino Pier.
- North Pier.
- Palmer Avenue.

In arranging for ticket booths at the Terminal Station and the Casino Pier, the plans of these structures were found to be of such magnitude that it was necessary for this department to follow them. Excursion trains were expected from outlying sections within a night's ride of Jackson Park, and these, it had been thought, would crowd the Terminal Station with visitors coming direct to the park

for a single visit, returning to their homes at night. This expectation was not realized, and the strictly "excursion" business could have been handled in a much smaller compass. The Baltimore & Ohio and Chicago & Northern Pacific roads ran trains into this station from the Grand Central Depot and from suburbs on the west side of the city, and for some time this was the only use to which the station was put. Later the Illinois Central Railroad ran their World's Fair trains into this station, so that persons coming from the heart of the city by these trains could leave them and enter Jackson Park either at Sixtieth Street (Midway Plaisance), Sixty-third Street (Woodlawn), or at the Terminal Station, according as they desired to visit the northern, central, or southern portions of the Exposition grounds. From this time on the Terminal Station received a large share of business and proved a great convenience, but, except on one or two occasions, when the crowd at the park was of such magnitude that it would have congested whatever facilities might have been provided, the accommodations at this station were far in excess of the demand.

At the Casino Pier it was necessary to have booths and entrances at both sides in order that boats might be protected from winds and storms, and, on account of the large patronage expected by water, the pier was built of great length and a large number of entrances constructed. It was seldom, however, that a large number of these were in use at any one time.

Soon after the Exposition opened, new booths and entrances were established on Fifty-ninth and Sixtieth streets, where the tracks of the Illinois Central Railroad cross the Midway Plaisance, so that persons leaving the Illinois Central trains or electric cars at these points could enter the grounds at once instead of walking to the entrances on Stony Island Avenue. This was necessitated by the popularity of the Midway Plaisance, which was greater than had been generally anticipated.

Six ticket offices were opened at Van Buren Street and Michigan Avenue, on the approach to the viaduct leading over the Illinois Central tracks, for the purpose of ticketing visitors in the city before they took trains for the park, thus

relieving the congestion which might be expected at the ticket offices located at the entrances to the park.

Arrangements were made for ticket booths in the suburban stations of the Illinois Central Railroad at Twenty-second, Thirty-sixth, Thirty-ninth, and Forty-third streets, with the same general purpose of relieving congestion at the gates. In making this arrangement, however, the department was in ignorance of the fact that 100,000 tickets of admission were to be delivered to the Illinois Central Railroad Company on May 1, 1893, as a part of the consideration for which this company agreed to elevate its tracks in the vicinity of Jackson Park. There was some understanding or expectation that these tickets would not be sold in the city, but sent to agents outside of the city for sale, instead of which most, if not all, of the tickets were sold at stations on the suburban system, and thus our suburban station ticket offices proved of little use to us.

Ticket offices were located in the Sherman, Grand Pacific, Auditorium and Auditorium Annex hotels, McClurg's bookstore, and Chase & Company's piano store — all with the idea of preventing congestion at the gates. The expense of maintaining these agencies was nominal and the result entirely satisfactory. No arrangements were made with the "Alley L" road for the sale of tickets, but the plan of the "Alley L" terminal station in Jackson Park afforded ample facilities for caring for all visitors coming by that line.

It would have been preferable and in the interest of economy had the ticket booths at the main entrances been located upon one side instead of both sides of the wagon gates, but the wagon gates were already a fixture, and the department was obliged to adapt itself to the situation. The ticket booths were roomy, comfortable, and of pleasing design. Much trouble was experienced in securing electric light for some weeks after the Exposition opened, but this service was gradually improved.

The service of the Illinois Central Railroad, with its two tracks for suburban business and two for trains running without stopping between Van Buren Street and Jackson Park, made it possible to bring trains to the park every five minutes, and oftener less, proving a source of great revenue

to that company and swelling the attendance to the Exposition; also contributing in a large degree to the comfort and satisfaction of the patrons of the railroad and of the Exposition.

The World's Fair Steamship Company also did good service, and owing to the exceptionally fine weather which prevailed during most of the Exposition season, were enabled to run boats as advertised, maintaining their schedule with considerable regularity, and landing large numbers of people at the North Pier and the Casino Pier.

The terminal station of the "Alley L" road was constructed over the roof of the annex of the Transportation Building, from whence visitors found their way down flights of stairs into the Exposition grounds. There were three broad flights, the central one for exit purposes, and those on either side for entrances. The ticket booths and entrances were located at the bottom of the two side flights of stairs. The terminal of the road on the roof above had two stubs. The visitors dismounting from trains on one stub entered the grounds down one of these side flights, and those dismounting on the other stub used the other flight. The middle flight, used for exit purposes, was a source of some apprehension for a time, as the exit gates were located at the top of the staircase, and in times of congestion the stairs would be crowded with visitors waiting for trains. The staircases were carefully and strongly built, and frequent tests revealed no weakness, but all danger from congestion was soon removed by locating exit gates at the bottom of the flight and preventing large crowds from standing on the steps.

TICKETS.

Previous to the organization of the Bureau of Admissions and Collections the use of the 50-cent silver coin as a ticket of admission to the grounds was strongly advocated, the precedent of its use at the Centennial Exhibition and the strong terms in which it was commended by the general manager of admissions at that exhibition being among the arguments in its favor. Also it was urged that by this means the expense of printing and handling tickets

would be avoided, besides which the Exposition would have a ticket the penalty for counterfeiting which would be far more serious than in the case of a printed ticket. It had for some time been assumed that the coin system would be adopted in preference to the ticket system, but as time went on other reasons became apparent which led to the adoption of the ticket system, consisting of a series of finely engraved tickets which would be desirable as souvenirs and a series of cheap tickets which could be rapidly procured at small cost and which could be changed at any day—almost at any hour—to guard against the danger of counterfeiting. By this means the expense of locating money-changers at all entrances to make exact change and of counting and arranging coins for the bank avoided. The ticket was to be deposited in the hopper and mutilated by the same motion with which the ticket taker admitted the visitor through the turnstile. The mutilated ticket remained as a check on the register and also on the ticket seller. Tickets of a neat engraved design, offered by the American Bank Note Company of New York, were accepted. These tickets were about the size of the old United States fractional currency notes, bearing the signature of the president and treasurer of the World's Columbian Exposition. They were in four series, distinguished from each other by the vignettes. A vignette portrait of Columbus was used for one series, a typical American Indian for the second, Washington for the third, and Lincoln for the fourth. These tickets were numbered consecutively and placed in packages of 100 each, strapped both ways, and shipped in bundles of 5,000 each. Six millions of these tickets were ordered, 1,500,000 of each series. The paper used was a certain prepared paper used by the United States Government for the printing of bonds, and the American Bank Note Company first secured the consent of the United States Treasurer before using it for Exposition purposes. The paper had a peculiar mottled appearance, which could be discovered by holding it to the light, and the spots could also be felt with the hands. As only 6,000,000 of the souvenir tickets were ordered it will be apparent that the bureau intended to rely for the bulk of admissions upon the cheaper form of

ticket. This was a plain ticket, having but little ornamentation, bearing upon its face the signatures of the president and treasurer and upon its back a scroll of geometric lathe work. The cost of this ticket was only about one-eighth of that of the souvenir ticket, and it was changed daily, the ticket being good for admission only on the day of sale. They were furnished by Rand, McNally & Co., under a bid made by them to the Bureau of Admissions and Collections. The various series were distinguished by letters of the alphabet in connection with numbers, as for example: A, 1 A, 2 A, B, 1 B, 2 B, etc. Twenty-five millions of these tickets were ordered as follows:

Forty packages, 300,000 tickets	12,000,000
Thirty packages, 200,000 tickets	6,000,000
Twenty packages, 150,000 tickets	3,000,000
Forty packages, 100,000 tickets	4,000,000
Total	25,000,000

It will be seen from the foregoing that the Exposition had two forms of general admission tickets on sale, the first being the elaborate engraved ticket, good for admission to the Exposition on any day, and the second being the inexpensive ticket sold at the gates and good only on day of sale. The latter was of a style which changed with each day of the Exposition, to prevent counterfeiting; the former was so carefully made as to almost defy counterfeiting. The advantage expected from the use of the engraved ticket was that many of them would be retained as souvenirs and never presented at the gates, thus netting a considerable amount to the Exposition over and above the actual number of cash admissions. This expectation was realized to a considerable extent, for many more tickets were sold than were presented at the gates for admission, and a large portion of the surplus of engraved tickets remaining at the close of the Exposition were subsequently disposed of as souvenirs.

TURNSTILES.

The problems connected with the adoption of a ticket were intimately associated with the form of entrance and manner of entering the park by the visitors. Various turnstiles were under consideration during the time the ticket

question was being discussed, the aim being to secure for our use a stile which would give a complete register of every person passing through the gates, whether by complimentary pass, employes' pass, or ticket, and, if possible, to so deface and destroy tickets as to prevent their being used again. Turnstiles and choppers were presented for consideration which, if accepted, would have required the services of two men; others presented a combination turnstile and chopper which could be operated by one man. The shortness of the time remaining proved a serious obstacle in this matter. By the middle of February several parties whose turnstiles were on exhibition withdrew them, claiming that the time was too short in which to fill the contract, if awarded them. The Department of Works advertised for bids for renting turnstiles and choppers during the period from May 1st to October 30th, inclusive, and on March 9th a contract was awarded to the Casper Automatic Gate Company, Limited, of New Orleans, for 350 turnstiles and choppers at a rental basis. Under this contract the Casper Company was obliged to furnish satisfactory turnstiles and choppers combined, together with the register, cans for the reception of the tickets, and locks for the doors connected with the stiles — all to be in place in satisfactory order by May 1st. Delays in transportation and switching from the city into the terminal yards, caused by the severe congestion of traffic incident to the Exposition, rendered it impossible for the company to fulfill this contract satisfactorily. Other causes, mostly beyond the control of the contracting company, added to this delay. The stiles were, however, finally put in place, and proved satisfactory. The mutilation of the ticket by the chopper was too great, however, and prevented our obtaining the actual attendance, therefore the chopper was discontinued in July, and after that the tickets were not mutilated at all. The register, which had been accepted as satisfactory and guaranteed as reliable when the contract was awarded, proved to be the reverse. It was found necessary to remove them and substitute the "Davis" register, and after July 26th very few complaints were heard on account of the register. After that date the register, unless pronounced out of order, gave us the actual number that passed through

the gate. The party who held the contract for the turnstile kept a sufficient force of skilled mechanics upon the grounds to look over every gate at night and adjust any defects that might be found.

PASSES.

Next in importance to the establishment of a safe system of paid admissions and proper regulations and equipment at the gates was the question of free admission. It was apparent from the outset that an enormous number of persons would be entitled to free admission. This number was expected to be out of all proportion to that of the Centennial and greater than that of the Paris Exposition of 1889. It was accepted as a foregone conclusion that many would secure free admission who were not entitled to it, and that employes' passes would be abused ; the problem was simply to minimize this abuse. The photographic pass system in use at both of the expositions mentioned was adopted with some changes. At the Centennial the ticket used was in the form of a book cover. Inside a space was set apart for each day of the exhibition, with the date engraved therein. This pass bore the photograph of the person entitled to use it, and the ticket was punched when the bearer entered the grounds. We adopted a pass in the form of a book bearing the photograph and also the autograph of the person entitled to use it on the inside of the cover. The book was made up of coupons bearing the date of the days upon which the Exposition was open, and a coupon was detached when the bearer entered the grounds. The theory of the Bureau of Admissions and Collections in adopting the photographic pass system was that its use should be practically universal among all those entitled to free admission, excepting those whose official position demanded recognition by the Exposition, viz., the President and Vice-President of the United States, members of the Cabinet, justices of the Supreme Court of the United States, members of Congress, etc. Being less liable to abuse by transfer than a simple card of admission, the bureau sought to enforce the use of this pass for the great bulk of the free admissions. For this purpose those high in official authority under the Exposition Com-

pany, the National Commission, or the various foreign commissioners were asked to use this photographic pass in order to strengthen the bureau in its endeavor to enforce the use of this pass generally. In most cases this plan was concurred in and approved of, and photographic passes were issued to the president and directors of the Exposition, the officers of the National Commission, and the officers of the various foreign commissions. In some quarters opposition to it arose, and occasionally some one would feel it an indignity to be compelled to identify himself by a photograph in order to enter the grounds. Where this opposition was encountered it was usually impossible to overcome it by any argument, and much embarrassment was caused thereby. Patience and considerable firmness, however, enabled us to bring about the use of this pass in most cases, even where there was no danger of abuse by transfer, thus giving us the example which we desired, and enabling us to compel the use of the photographic pass among the great mass of those entering the grounds for business purposes in connection with exhibits, concessions, the press, etc.

A complimentary card of admission was issued to the principal officers of the United States Government, the Diplomatic Corps, and the Governors of the States and Territories of the United States. The following is the rule adopted by the Board of Directors of the World's Columbian Exposition and approved by the World's Columbian Commission, governing free admission to the Exposition grounds :

Complimentary tickets shall be issued to those whose official position demands recognition by the Exposition, viz., to the President and Vice-President of the United States; members of the Cabinet; justices of the Supreme Court of the United States; members of Congress of the United States and the chief officers thereof; the Diplomatic Corps; Governors of the States and Territories of the United States; the mayor of the city of Chicago and the members of its council; the members of the World's Columbian Commission and their alternates; the Board of Directors of the World's Columbian Exposition and ex-directors thereof; the members of the Board of Lady Managers and their alternates; the members of the State and Territorial World's Fair boards; members of the Board of Control and Management of the United States Government Exhibit; foreign commissioners and their secretaries; judges and jurors of awards; all the executive officers of the Exposition; all the custom house officers, clerks, and employees connected with the United States Treasury Depart-

ment in the service of the Secretary of the Treasury within the Exposition grounds; to the members of the Board of South Park Commissioners; one each to a representative of the principal and most prominent newspapers of this and foreign countries; certain members of the police and fire departments of the city of Chicago, and to any other person or persons who may be adjudged to be entitled to a complimentary pass by the president of the World's Columbian Exposition, the president of the World's Columbian Commission, and the director-general. In all cases where a pass is issued upon the request of the president of the World's Columbian Commission, the president of the World's Columbian Exposition, or the director-general, such pass shall bear the signature of such officer who makes the application therefor.

All persons who may be actually employed by the World's Columbian Commission and by the World's Columbian Exposition, and all necessary employes of World's Fair State boards in connection with the work of the Exposition, shall be given free passes to the grounds during their respective terms of service.

Each exhibitor shall be entitled to one pass, provided his presence is required during the installation of his exhibit and the time same is on exhibition. Such attendants and employes as are necessarily and regularly required for the care of each exhibit respectively, whose services are paid for by the exhibitor, shall be entitled to free admission.

One free pass shall be issued to each person, firm, or corporation who has been granted a concession by the World's Columbian Exposition, and all the necessary servants and employes of such concessionists shall be admitted free to the Exposition grounds.

The full term photographic pass-book provided for 183 admissions, one for each day of the Exposition, and, in addition, monthly photographic pass books were prepared to be issued to employes of a transient character whose service was liable to terminate during the current month. These books were consecutively numbered, and were encased in a leatherette cover or pocket. The American Bank Note Company secured the contract for the photographic pass-books, their design meeting with approval and the price being below all other bids. The contract called for 40,000 full term and 20,000 monthly books, but the latter was increased later on to 40,000, besides 10,000 not numbered, to take the place of books lost or canceled. In the case of monthly books, when the coupons for one month were exhausted, if the person was entitled to admission for another month, a pad containing coupons for the succeeding month was delivered to him by the department, to be slipped into

the old pass cover and used as before. A charge of \$1 was made for all full term photographic passes, to cover the cost of printing and issuing same.

The complimentary cards of admission were engraved and printed for the Exposition by the American Bank Note Company without charge, for which the thanks of the bureau were tendered to the officers of the company.

The photographic pass was intended to cover the bulk of admissions to the Exposition, but, in addition to those whose official position was such as to render it not proper to require a photograph, there was a large class consisting of day laborers in the employ of contractors doing work for the Exposition, or of exhibitors in arranging booths or placing exhibits, who were constantly changing, from whom it was not possible to obtain a photograph, as they were hired and discharged from day to day. When engaged, their services were needed imperatively, and means had to be provided for affording them free admission in the simplest and most expeditious manner; therefore workmen's tickets good for a month were printed, with a different color for each month. These tickets were only good through one turnstile at each entrance, where the ticket was punched as the holder passed through. Contractors were charged \$1 for each ticket, to be deposited with the treasurer as a guarantee for the return of the ticket at the end of the month or when the holder ceased working for such contractor. The dollar was usually retained by the contractor from the salary of the party using the ticket, and was refunded at the end of the term of service when the ticket was surrendered. Single-day workmen's tickets were also issued to care for emergency cases sure to arise. This ticket was to be canceled by perforation. It showed the date issued, and was good for admission only on the date set forth upon the ticket. These tickets were accepted only at the Sixty-second Street and Cottage Grove Avenue gates. Single-trip passes for the use of the president of the Exposition, the president of the Commission, and the director-general, were issued in books of fifty to cover emergencies arising in these offices. Cards of admission for a short term were also issued to those attached to the

Live Stock Exhibit during the six weeks when this exhibit was in progress, and also to judges and jurors of award during the terms of their service.

These are all the forms of free admission used by the department. They were not all arranged for in advance of the opening day. Some of them, such as workmen's monthly and day passes, were issued to care for certain kinds of free admission, where a photographic pass could not be made to work. As I have said before, the aim of the department and of the bureau at the outset was to enforce the photographic system as far as possible, as affording the better protection from abuse.

ISSUING PASSES.

The method of issuing passes was the subject of long and careful study. Many consultations were held by the bureau with the director-general; and the superintendent, acting under the bureau's instructions, conferred at all times with the director-general and received his hearty support and coöperation in every effort to facilitate the proper operation of the department's rules and regulations.

It was arranged that requests for photographic passes on account of foreign exhibitors should first have the signature of the applicant, stating the space occupied by the exhibit. This request received the approval of the foreign commissioner for the country from which the exhibit came, and was then sent to the director-general's office, where it was scrutinized and, if approved, sent to the office of the Department of Admissions, where the book was issued and an order given for a sitting with the photographer. The photographic order carried with it a ticket good for six admissions; this allowed the party six daily admissions, and generally at the end of the fourth day the photographic book was ready with the picture in place bearing the seal of the Department of Admissions.

The applications for passes for exhibitors other than foreign bore the signature of the exhibitor applying, the number of passes required, and the occupation of each person. The space which the exhibitor occupied was also designated. The application then received the approval of the chief of

the exhibit department, who certified that he had carefully examined the application and found that the parties were entitled to passes and, further, that he was satisfied that they had not received passes on account of any other exhibit. The application then went to the director-general's office, was scrutinized, approved, and sent to the Department of Admissions, where the book and photographic order were issued as in the case of foreign exhibitors.

Each application, after being filled, was recorded in the books of the Department of Admissions kept for that purpose, showing the name, the department with which applicant was connected, the number of the pass-book, etc.

Employees of exhibit departments received their passes on application from their chiefs, approved by the director-general, and employees of the Department of Works received passes on application from their superior officers, approved by the director of works.

Concessionaires obtained their passes on application to the superintendent of the Department of Collections, in whose office each case was investigated separately before receiving his approval, after which the application came to the Department of Admissions to be filled. All applications for passes were filed carefully away for future reference.

RETURN CHECKS.

It was frequently necessary for persons entitled to free admission to pass out of the grounds and return the same day. Arrangements were made for the issuance of return checks to pass-holders just before they left the grounds through the exit turnstiles. These return checks were of different colors, and, soon after the Exposition opened, arrangements were made for dating them with a perforating machine, and then these checks were good only on the day indicated.

BADGES.

Each holder of a photographic book was provided with a neat bronze or aluminum badge bearing a number. This number was registered against the pass number, and each party receiving a badge deposited with the treasurer \$2,

which was returned to him at the end of service, upon surrender of the badge and cancellation of book. The wearing of this badge assisted in reducing the number of photographic books, for by taking the number of his badge, when worn by a person 'apparently not engaged upon business in the Exposition grounds, the pass-book could be referred to, the reasons for its issuance examined, and an investigation instituted. Further than this the badge was not particularly useful, except that when it was conspicuously worn it was an indication that the wearer was not a visitor but an officer or employe in some branch of the Exposition. Being neat and not conspicuous, it was generally worn by the pass-holder, and indeed a large number of them were retained as souvenirs and never presented for redemption. Thirty-five thousand of these badges were issued in all, and the net amount realized from unredeemed badges and from the charge of \$1 made for the photographic pass-books is \$93,501.38. The cost of labor in handling the passes and badges is not figured in this account, however; merely the cost of printing the passes and preparing the badges.

ABUSE OF PASSES.

Having arranged for a careful record of the circumstances surrounding the issuance of each particular pass, it was easy to ferret out cases where passes were abused whenever these were brought to our attention. Several employes of the department were employed continuously on this work, and often as many as fifty passes would be taken up in this way in the course of a day. "Stop lists," bearing the numbers of all passes outstanding to which the holders were not clearly entitled, were kept at each pass-gate, and frequently an extra employe would be stationed with the "stop list" at each gate, and the gateman, on examining each pass as presented, would call out the number to the employe holding the list.

It can not be said that the pass system was not abused. No one connected with the work ever hoped to prevent such abuse, but the outcry frequently made during the Exposition season against the system in use and the criticisms urged against the efficiency of the department were in most cases

unmerited. The superintendent endeavored to induce everyone to bring their complaints promptly to his attention, assuring them that every effort would be made to correct the evil should it be found possible to do so, acting within the department's functions.

In July it became apparent that there were many passes outstanding to which the holders were not entitled under the rules, and the Council of Administration, after consultation with the superintendent, ordered that all passes be brought in and countersigned by the superintendent "Good after August 1st," and no passes were so countersigned without a certificate from a department chief as to the necessity for the pass. By means of this order more than 3,000 passes were canceled, the owners of which had either left the service and were no longer entitled to a pass, or had never been entitled to one, but had secured it through lack of discipline in certain departments or through ignorance of the regulations.

RETURN CHECKS DISCONTINUED.

In spite of every precaution it was found that the return-check privilege was abused through collusion with employees of the department. Also it was found that the employees detailed for distribution of return checks could be dispensed with by permitting the pass-holder to return through the pass-gate by presenting his book and depositing his personal card. Each gate was supplied with blank cards and pencils for the use of those who came without personal cards.

PHOTOGRAPHING FOR PASSES.

The work of taking the photographs necessary for the passes was done under a contract made by the Exposition Company with J. J. Gibson of Ann Arbor, Mich. The contract provided that he was to give three prints, if necessary, of all pictures taken on an order from this department, for the purpose of placing them in the photographic book, so that in case one photograph was destroyed or mutilated in cutting it to fit the oval space in the pass-book, another could be substituted. This contract was made before the organization of the Department of Admissions. The idea in making

it was that parties securing a good likeness when their photographs were taken for the pass-book would order copies for their own use. The photographs for the use of the Department of Admissions were to be taken without charge, the photographer expecting to reimburse himself out of such orders as he might secure from the pass-holders. The scheme was not practical; the photographer had not estimated the number of photographs to be taken. When the work of issuing passes began in earnest, the number each day was so great as to crowd him to the utmost and render it impossible to take photographs with that care necessary to the production of a pleasing likeness. The work of photographing was begun on March 21, 1893, in the north gallery of the Horticultural Building. At the same time the photographer began the erection of his own gallery just east of the general office of the Photographic Department of the Exposition. For a time only from twenty to fifty photographs were taken daily. Meanwhile the Department of Admissions used every effort to hurry forward the applicants for passes, realizing that as the 1st of May approached both the photographer and this department would be in danger of becoming overwhelmed. Early in April the work crowded upon the photographer so rapidly that he began to realize that his bargain was a losing one. He was taking from 300 to 900 photographs a day, and could devote no time to obtaining good likenesses or printing additional pictures. It was clear that he would lose the entire amount he had invested, and he became very much discouraged. This was a source of great danger to the department, as the photographic pass system would have been broken down by his failure to furnish the necessary likenesses. The uneasiness which was felt on this score was heightened by the fact that the photographic pass system had but few friends, except among those officers who realized its importance to the financial success of the Exposition. It was daily meeting with opposition and severe criticism. One of the directors of the company, Adolph Nathan, came to the relief of Photographer Gibson with encouragement and assurance that the Exposition Company would allow him a sufficient payment for work done upon photographic passes to assist him to make good his loss. Guards were detailed to preserve

order and facilitate the photographic sittings, and by the 1st of May the work of securing photographs and issuing passes was well in hand. Mr. Gibson continued in his work until the close of the Exposition, the last photographic sitting being given October 24th. An allowance of 10 cents per negative was paid to him by the company upon most of the photographs taken by him. He had contracted to do this work without charge. The payment, however, was well merited and just, and his work was faithfully and satisfactorily done.

Photographs taken were marked with the number of the photographic order and sent to this department; they were then assorted and immediately pasted in the photographic book and the seal of the Department of Admissions affixed to the cover in such manner as to include one corner of the photograph, so as to prevent the affixing of other photographs for the purpose of transferring passes.

ORGANIZATION.

Soon after I assumed charge of the office, E. A. Felder was appointed assistant superintendent, and on April 1st W. L. De Remer was appointed chief inspector, for the purpose of organizing ticket sellers and ticket takers, and a force of inspectors. He was also authorized to arrange for a uniform, to be worn by the men under him, as well as by himself, consisting of trousers, blouse, and cap. Bids were secured for this work, and the contract was awarded to E. A. Armstrong & Co. of Chicago.

Applications for positions had been on file with the treasurer and auditor previous to the formation of this department. They were all sent to the superintendent, and early in April, under orders from the Bureau of Admissions and Collections, the superintendent took up these applications and addressed letters to those applicants residing outside of the city, requesting them to report for examination and to be ready for duty, if accepted, by April 15th; and to those residing in the city, requesting them to report for examination, and to be ready for duty, if accepted, by April 25th. Each man accepted was required to give bond, the bureau having previously arranged with the Fidelity & Casualty Co. for the bonding of the men connected with this department

at a premium satisfactory to the bureau, the premium being paid by the Exposition and not charged against the men. Ticket sellers were required to give bond in the sum of \$2,500, and ticket takers in the sum of \$1,000. The men were considered bonded as soon as a notice was handed the insurance company, they to look up and ascertain the standing and reliability of the parties insured and to advise this department whether the bond held or should be canceled. Each man employed was immediately given an order on Armstrong & Co. for a uniform. The uniforms were to be ready by May 1st, so that the men should appear for duty on that day fully equipped, but the failure of the firm and the delay in appointing a receiver, coupled with another delay regarding the ownership of the cloth to be used, rendered it impossible to uniform the men until later. The uniforms were highly commended for their neat and satisfactory appearance. They were made of an excellent quality of dark blue cloth, with white braid. The plan adopted for the payment for the uniforms by the men was the same as that adopted in the case of the Columbian Guard. Each man agreed to allow a deduction of \$5 per month from his salary. If an employe remained with the department for the full six months he received back from the Exposition the amount retained from his salary, and was permitted to retain his uniform as a souvenir of his faithful duty to the Exposition Company. Those leaving the service by dismissal for good reasons—reduction of force, resignation on account of death in family, or obtaining positions elsewhere—were refunded the amount deducted from their salaries, less an amount fixed to be deducted for wear and tear, their uniforms being surrendered to the department for use of others employed. Those dismissed from the service for violation of orders or other good cause, not only surrendered their uniforms, but also forfeited the amounts deducted from their salaries.

In addition to the uniforms, a contract was made with Salisbury & Co. for mackintoshes for all the men to protect them in stormy weather. These were treated in the same manner as the uniforms as to payment, and on leaving the service the men took them as their property.

GENERAL OFFICE.

At the opening of the Exposition the organization consisted of the superintendent, assistant superintendent, chief clerk, and such other clerks as were needed to perform the work of the general office—taking care of applications for passes of all kinds, entering up applications, filling out photographic orders, carefully preparing each photographic book, giving name of party using same, his occupation, what department of the Exposition he was connected with, and seeing that the number of the pass-book agreed with the number placed on the application. All these details being attended to and the passes properly prepared, they were sent to the superintendent for his signature. A large amount of correspondence grew out of the system, as well as a great deal of miscellaneous business, interviews, etc. All of these matters had to be attended to with promptness, requiring the closest application on the part of the superintendent and of the employes.

TICKET DEPARTMENT.

Separate from the general office was the general ticket office, organized for the purpose of handling the 31,000,000 of tickets called for in the Exposition's contracts. At the head of this department was a general ticket agent, and under him a corps of clerks organized for the purpose of handling the series of tickets for each day. The series of tickets to be used on each day had a mark to distinguish it from the series of tickets used on any other day. Each evening a series was selected for the following day by the superintendent and the general ticket agent. One ticket of this series was always retained and sent to the chief inspector to be bulletined in the assembly room, so that ticket takers should know what ticket would be honored on that day. It was the business of the general ticket office to place in the box belonging to each ticket seller a certain number of tickets, together with a book showing the commencing and closing number of the tickets placed in the box. Each day the ticket sellers on starting out receipted to the general ticket agent for the tickets in the box. The book placed in the box with the tickets had two stubs—the left-hand stub

to be turned in to the treasurer with the cash, the main body to be returned to the general ticket office with the balance of tickets, and the right-hand stub to be retained by the ticket seller as his receipt from both the treasurer and the general ticket office. At the close of the day's business the ticket seller deposited his money with the treasurer with the left-hand stub, and obtained the treasurer's receipt both on the main body of the slip and on the right-hand stub. No settlement could be had with the general ticket office until the money had been deposited with the treasurer and his receipt obtained. The ticket seller next settled with the general ticket office, delivering up the main body of his slip and taking a receipt for the balance of tickets on hand upon the right-hand stub. A careful count of tickets was made in the general ticket office before giving receipt to the ticket seller, to ascertain if those sold and those returned agreed with the full number taken out in the morning. If one ticket seller relieved another, the successor receipted to his predecessor for such tickets as he received, and the general ticket seller held the second ticket seller responsible for the return of the balance of the tickets when he was relieved from duty.

After all ticket sellers were relieved at close of business and reported at the general ticket office with their boxes and receipts from the treasurer, and the balance of tickets on hand was counted, then the general ticket agent made his report for the day to the superintendent. This report generally reached the superintendent's office by 10.30 o'clock p. m., in season to enable us to give the admissions to the newspapers for publication.

This system worked admirably throughout the entire period of the Exposition. Being simple, yet comprehensive and entirely adequate to the necessities of the situation, it worked with as little friction on the 9th day of October, with upward of 700,000 paid admissions, as it did during the first week of May, when the admissions were under 20,000. When the gates closed at night every penny due the Exposition Company for the sale of tickets by all its representatives was in the possession of the treasurer. A complete settlement was made and the account closed within an hour.

TICKET-COUNTING DEPARTMENT.

A third department was the ticket-counting room, in which were employed eighteen young women as ticket counters. Their duties were to take the cans containing the tickets used during the day for admissions. In each box was the certificate of the inspector in charge at the entrance where it was used, showing the commencing number of the register when the ticket taker went on duty and the commencing number when he was relieved by his successor, or the closing number of the register at the closing of the Exposition grounds for the day. The certificate showing these two numbers in the box, the difference between them should always agree with the number of tickets in the box. This certificate was always retained by the forewoman, who merely gave the ticket counter who was to count the tickets the number of the ticket taker. If the actual number of tickets in the box agreed with the figures rendered by the inspector on this certificate, then the report was correct. In case it failed to agree, the tickets were counted by another person; frequently the mistake was found in this way. After the tickets in all the cans had been counted and found to tally with the register, the forewoman made her final report for publication as the actual official attendance on that day. This report included the number of paid admissions and the number of admissions on passes. Thus it will be seen that the ticket sellers accounted to and were checked by the general ticket office; the ticket takers by the ticket-counting department.

The force of ticket sellers and ticket takers was organized by Chief Inspector De Remer. A squad of ticket takers and ticket sellers was assigned to each entrance for the purpose of manning the ticket booths and turnstiles thereof. Each squad was in charge of an inspector, chosen for intelligence, discretion, and reliability. In all cases of dispute or difficulty arising at the gates, appeal was made to the inspector in charge, who was often called upon to exercise firmness and good judgment. Errors and mistakes frequently arose, as might naturally be expected under the circumstances, but the inspectors acquitted themselves creditably in nearly every instance. The thanks of the superintendent are due

to them in a large measure for the satisfactory results obtained.

To protect the ticket sellers from being waylaid or from any other accident, the chief inspector had all reliefs march to their posts and return when relieved from duty in squads, the ticket sellers in front of the line guarded by ticket takers until they reached the treasurer's office, so that if anyone had attempted to rob a ticket seller he would have been promptly met by at least a dozen men.

The general ticket office, after settlement with ticket sellers, made up a final detailed report to the auditor, which report was signed by the superintendent. Such tickets as remained over unsold from any one day's issue were tied up, sealed and placed in the vaults ready for examination by the auditor, to prove that the difference between actual sales of any series of tickets reported by the general ticket agent to the treasurer and the actual number remaining on hand in the vault agreed with the original invoice for that series. Frequently it was found that the balance remaining on hand of two or three series could be placed on sale on the same day, thus saving expense to the Exposition. The balance of a series which had passed inspection could be used for this purpose; thus, on light days it was possible to avoid the use of a new series. This plan was adopted frequently, and finally when the packages of each series were reduced below the quantity that could be used, the balance remaining, together with those tickets taken from the ticket takers' cans in the counting room, were burned in the furnaces connected with the green-houses on the grounds. This burning was done usually twice a week, or oftener when necessary, in the presence of the superintendent and a representative of the auditor's department. Often the number burned exceeded 300,000. All tickets were burned, whether of the cheap daily admission series or the engraved souvenir tickets. It had been urged that the engraved tickets could be collected and used over, but after packages were once broken and sales made by ticket sellers, the expense of sorting over the different series and placing them in packages of 100 was found to be too great. Moreover, ticket sellers, while always willing to accept packages as they came from the engravers,

rather doubted the packages made up for them in the general ticket office, claiming the right to count the tickets before commencing their sales, which was not feasible on account of the delay incident thereto.

OPENING DAY.

The foregoing will give a fair idea of the organization of the department, which had to be thought out or worked out prior to May 1, 1893. Between January 1st and May 1st the Bureau of Admissions and Collections met once a week, and frequently oftener, for the consideration of the recommendations of the superintendent and for conference relative to matters which had to be considered. The last meeting previous to May 1st was held on Saturday, the 29th of April, when all unfinished business was cleared up, so that the department was ready for the opening day.

The contractors, both for the ticket booths and wire fencing, and for the turnstiles and entrances, had been delayed in their work by the continued snow and rain storms, so that upon the 1st of May the facilities for handling the people were quite imperfect. Indeed, it was nearly two weeks after the 1st of May before the booths and fences were ready, and the turnstiles were not in a condition for service until some time after the 1st of May, as has been mentioned before. On opening day this department assumed charge of all entrances to the Exposition grounds, placing its men on duty at all pay, pass, and wagon gates, and at all exit gates, for the purpose of giving out return checks to the holders of photographic pass-books, to enable them to reënter the grounds. The chief inspector's report shows the number on duty that day to be 440 men. Considering the fact that most of the men were performing service for the first time—handling money, making change, and receiving tickets—and considering, also, that the ticket booths and entrances were not completed and the turnstiles not in operation, the day's work was very satisfactorily performed. The number of paid admissions was 128,965.

Exaggerated reports of the number upon the grounds to witness the opening of the Exposition had been spread abroad, and it was subsequently reported that large crowds

entered the grounds without tickets, by scaling fences and through side gates on Midway Plaisance. Such assertions were made by persons having no idea of crowds. The superintendent feels confident that a ticket or pass was received from nearly every one who entered the grounds, and that the actual loss to the Exposition in admissions was very trifling. The men were full of enthusiasm, and worked hard for the interest of the Exposition.

That some persons obtained admission by scaling fences is quite likely. It was a very simple matter to scale the fences as they were at this time, unless persons attempting it were detected in the act by members of the Columbian Guard. Previous to May 1st attention had frequently been called to the condition of the fences. These were of a temporary rather than a permanent character. They had been in use during the construction period, and were not of sufficient height to render it at all difficult for parties seeking to avoid payment of admission to scale them. It is not a difficult matter for a person of ordinary activity to scale an eight-foot fence. Through the earnest recommendations of the Bureau of Admissions and Collections a strip of barbed wire was nailed along the top of the board fence, but the protection afforded by this was only slight. The department was therefore expected to rely upon the alertness of the Columbian Guard to prevent the scaling of fences. Unfortunately, friction had arisen among the members of the guard over the method of admitting them to the grounds, and also from the fact that, while they had been in charge of the gates during the construction period, they were now relieved from all control over them. This led to a lack of coöperation and, to some extent, even to a willingness to see the Department of Admissions embarrassed. This state of feeling was unfortunate and could not readily be removed. The direct result of it was that the department was for a time deprived of the support and aid which could have been obtained from so excellent an organization as the Columbian Guard. Finally, after the Exposition had been formally opened, the necessity for further protection became apparent to everyone. The condition of the fences was taken up by the Council of Administration, and, to provide immediate protection, three strands

of barbed wire were placed as quickly as possible around the entire Exposition fences, adding two feet to its height, and keeping the fences almost intact from outside scaling, except at one or two places on the Midway, from which occasional complaints reached the department. The expense was nominal and the relief complete, although it must be admitted that the fences never presented a very sightly appearance.

The department was also hindered by the lack of electric light at the gates and in the ticket booths. Ticket sellers were frequently compelled to resort to common oil lanterns, and errors arose for which the men could not be held wholly responsible. Later this trouble was removed, and no annoyance was experienced therefrom during the last three months when the heavy crowds appeared.

The exit gates became out of order at times, through faulty construction, so that persons could enter the grounds by means of them. It was also found possible to use them as ladders for the purpose of scaling the fence, but by watchfulness and the use of barbed wire this abuse was effectually stopped. At 8 o'clock in the evening, when the bulk of the crowd was leaving the grounds, it was found that the exit gates were not adequate to permit the crowd to leave quickly; hence, the wagon gates were thrown open at this hour, and, later on, when the crowds were larger and began to leave in large numbers earlier, these gates were sometimes opened at 4 o'clock. Thus all danger of congestion at exits was avoided.

EVENTS SUBSEQUENT TO MAY 1ST.

While the period immediately preceding the opening of the Exposition had been one of great trial to the Bureau of Admissions and Collections and to the superintendent in endeavoring to perfect all the many details of the work, it was nothing in comparison to the period immediately subsequent to the opening. In the main the systems which had been adopted were found to be capable of satisfactory working, but numberless trying details and unexpected contingencies, such as can be imagined in connection with so great an undertaking, arose at all times. The crudeness of the organization and the incompleteness of certain parts

of the Exposition, necessitating the carrying on of construction and installation work and the admission of laborers; the fact that a large army of exhibitors, concessionaires, and employes had not become familiar with the systems in force, etc., brought down much criticism upon the department, and friction occurred over matters too numerous and too trivial to be referred to at length.

The paid attendance was very small, which was rather a hindrance than an advantage, as the department was prepared to deal with much larger crowds than it encountered, and the anxiety as to the financial results of the Exposition led to criticisms that were embarrassing, and that sometimes could not be satisfactorily met. Then, too, at the outset there had been undoubtedly an excessive issue of trip and term passes, and where a single instance was discovered by anyone of a pass in the hands of a person not properly entitled thereto, it was immediately taken as a proof of a bad state of affairs, and looked upon as an evidence of the inefficiency of the department. It would be useless to go into the discouragements which arose and the difficulties, apparently insurmountable, always confronting the department. Persistent effort triumphed finally over many of these, and others disappeared or corrected themselves.

During the month of May the weather was rainy and cold, and the work of completing the installation and finishing up odds and ends of construction work was being pushed forward; the attendance, owing to both of these facts, was trifling compared with that of the other months. In any event the attendance for the first month could not but be slender compared with what might be expected during any other month, for the simple reason that visitors would naturally hold off until later, feeling that the Exposition could be seen to greater advantage at a later time, when all parts were complete and in harmonious working order.

CHILDREN'S TICKETS.

On May 22d the Exposition management decided to charge a half-fare for children, and a children's ticket was accordingly printed and sold for 25 cents to children over six and under twelve years, those under six being admitted free.

Children were admitted on these tickets through a turnstile at each entrance set apart for children, for the purpose of keeping this form of admission ticket from being mixed with the full-fare ticket and confusing the statistics. The ticket takers in charge of children's turnstiles exercised such discretion as railroad conductors in collecting half fare. Doubts as to the age of a child claiming admission were resolved in favor of the applicant, and only such persons were turned back at these gates as were clearly and unmistakably above the age of twelve years. This admission rate for children continued until October 10th, when an order was made for the admission of persons between the ages of six and eighteen years, inclusive, during the days from October 10th to 21st, inclusive, for 10 cents. This was done for the purpose of giving the school children of the city the educational advantage of the Exposition to the fullest extent. The schools were closed during this week, in order that the children might avail themselves of the privilege, and every effort was made to bring as many of them as possible to the grounds on each day of the week. Especial mention should be made of the efforts of Director Alexander H. Revell, a member of the Board of Education, and Superintendent of Schools A. G. Lane, who, with others, exerted themselves to the end that the benefits of this low fare might be widely distributed. The number of school children who attended during the week from October 16th to 21st was 310,444. After the 22d of October the 25-cent fare was resumed. The attendance of so many children brought with it a large number of adults, who came with the children as parents or guardians, thus, it is believed, actually effecting a financial gain to the Exposition rather than a loss from this heavy reduction of price.

By the middle of June the attendance, which had been steadily gaining since the first week of the Exposition, had grown to large proportions, as will be seen from the statistics accompanying this report. The improvement in the efficiency and discipline of the department had more than kept pace with the improvement in the receipts. Work was simplified and matters of detail adjusted themselves on a satisfactory basis.

With a view of concentrating the administration in all

parts of the Exposition, the Bureau of Admissions and Collections was abolished by vote of the Board of Directors of the World's Columbian Exposition on June 21st, after which date the superintendent of Admissions received his instructions direct from the Council of Administration. The change was, however, more apparent than real, as stated in the first part of this report, the president of the Exposition being a member of the bureau and at the same time chairman of the Council of Administration, and every effort being made to keep the work of the bureau and the council in perfect harmony. Still, the move was in the right direction and in the interest of simplicity of organization.

The wagon gates were used for the admission of supplies and the removal of waste material, debris, etc., during the night. Wheeled vehicles other than the roller chairs were not allowed on the grounds during the day, and no vehicles were admitted through these gates during the day except upon written permits from the president of the Exposition, the president of the Commission, or director-general. Carriages were sometimes admitted bearing distinguished guests, such as the Governor and his staff upon a State day, the Duke of Veragua, the Infanta Eulalia, etc.

The original order for the opening of turnstiles for the admission of visitors directed that they be opened at 8 o'clock morning and closed at 7 o'clock evening, discretion being given to the Council of Administration by the Board of Directors to open them for evenings whenever the council deemed it advisable. It was found necessary, however, to open the gates earlier than 8 o'clock, as visitors began to gather before that time and wait for the gates to open. They were accordingly opened at 7.30 o'clock as soon as the attendance increased to considerable proportions. Commencing June 21st, the grounds were opened every evening until 11 o'clock during the balance of the Exposition season.

The efficiency of the department was tested on the 4th of July by an attendance of 283,273 visitors. The grounds seemed well filled and in places the crowds reached large proportions. Later we had many days upon which the attendance exceeded that of the 4th of July. The attendance on

this day was drawn from Chicago and the immediate vicinity, as visitors from a distance had not yet begun to arrive in such numbers as later in the season. It was a most successful day for the Department of Admissions, the large attendance and heavy receipts being handled without any trouble, and a careful observation and study of the crowds and the facilities for handling them, both for admission and exit, led to improvements conducive to both the efficiency and the safety of our arrangements. The instance referred to in the early part of this report of the change in the exits and entrances at the terminal station of the South Side Elevated Railroad is a case in point. It was found necessary on this and subsequent days to assign employes to extra duty, that is, for longer hours than originally contemplated, it being deemed wiser to do this than to increase the force, and also to be in the interest of efficiency that the extra service should be recognized. Extra compensation was allowed for each hour of additional service.

The attendance fell off during July, after the Fourth, owing principally to the heat. A certain class of visitors had been received during June, consisting of children, youths, and teachers whose schools had just closed, and persons who had left their homes bound for places of summer resort. These came and went, and the local attendance from the city and vicinity also decreased to some extent. After the first week in August a decided change occurred. The advertising throughout the country effected by the return of earlier visitors to their homes, and by the newspaper reports and pictorial illustrations of the Exposition, bore fruit in the increased attendance from a distance. Certain features of the Exposition had begun to be talked of and known in every part of the United States and, to a certain extent, abroad. The attendance increased rapidly day after day and week after week through August and September. Special days, assigned to different nations or different States of the Union, led to celebrations, fetes, and observances within the grounds, and contributed largely to swell the attendance. Finally, it was decided to observe October 9th, the anniversary of the Chicago fire, as Chicago day. A special ticket was printed bearing upon its back a picture of Fort Dear-

born and the site of Chicago. This ticket had a coupon which was detached and deposited in the ticket can, the body of the ticket being retained by the visitor as a souvenir. Great enthusiasm was aroused over this celebration; tickets were placed on sale in large quantities several days in advance; rumors of an enormous attendance were rife, and every possible arrangement was made for the reception of the crowd. Ticket sellers and ticket takers went to their posts at 6.30 o'clock in the morning, but found the crowds around their booths already waiting for them. Over 700,000 Chicago day tickets were rapidly disposed of. No congestion occurred at any gate, with the possible exception of Cottage Grove Avenue entrance, where a temporary congestion occurred until relief was obtained from the city Police Department to preserve order and compel the crowd to pass into the grounds properly in line. Early in the day ticket sellers began to send in for more tickets, and messengers were kept busy taking out tickets to supply the demand. The entire edition of Chicago day tickets was finally disposed of, and then it was necessary to place regular day tickets on sale.

It had been planned that a portion of ticket sellers at each gate should close their windows before the middle of the afternoon, long enough to count their money and turn it in to the treasurer's office, but the crowd grew heavier and the plan was abandoned. Patrol wagons in charge of Columbian Guards, together with representatives of the treasurer's office, called at the main ticket booths and brought in all the money collected up to that time, counting each box or bag in the interest of the ticket seller whose name appeared upon it. Even the Columbian roller chairs were impressed into the service to assist in bringing the large bags of silver to the treasurer's office. It was 2 o'clock Tuesday morning before the last ticket seller settled and the final report of 716,881 paid admissions was given to the press. It was a most glorious day in every respect, the weather being perfect and the enormous receipts being handled without hitch or any bad result. For several days after this the attendance was over 300,000 each day, and the men, although thoroughly exhausted with their heavy labors, continued to

handle the crowds as though nothing unusual had happened during the week.

As upon July 4th and other great days, exaggerated reports of the scaling of fences, etc., appeared, but the fences were by this time so well protected with barbed wire and the Columbian Guards so vigilant that there was little chance for successful fence climbing. Many complaints were heard during this day and others when the attendance was enormous of failure to receive correct change from ticket sellers. These were considered by the superintendent or chief inspector carefully, and usually the fault was found to rest with the purchaser. In many cases the purchaser would leave his change at the window in the excitement of the moment, and the money would be found waiting for him in the superintendent's or chief inspector's office. Special watch was kept for cases of incorrect changing of money as a clew to any dishonesty which might exist in the force, and special watch was also kept for cases of incivility on the part of employes. Such cases were severely reprimanded the first time, and a repetition caused dismissal.

Upon the celebration of State days the Governor of the State celebrating, with his staff and, frequently, military bands and full regiments, marched into the grounds free through the wagon gates. Occasionally W. F. Cody's Wild West Show entered and marched through the grounds to take part in the ceremonies of certain States. After the Cold Storage Warehouse fire the firemen of the city Fire Department were admitted free when in uniform through the wagon gates by order of the president of the Exposition. All these free admissions did not appear in the reports, as such persons did not pass through turnstiles and therefore were not registered.

Ticket sellers on duty at 7.30 o'clock in the morning were relieved at 2 o'clock in the afternoon, at which latter hour their returns to the treasurer and general ticket office were made. Unless there was to be an exhibition in the evening or a display of fireworks which had been well advertised, this 2 o'clock return generally averaged 85 per cent of the entire admission; the total attendance could be predicted from it with great accuracy. What is more remarkable, the admis-

sions through the Sixty-fourth Street entrance between the hours of 7 A. M. and 11 A. M. were almost unvaryingly about one-fifth of the entire 2 o'clock return, so that any estimate of the total attendance based upon the admissions at Sixty-fourth Street entrance from 7 to 11 o'clock A. M. could be depended upon, and the afternoon newspapers gave figures based upon the admissions at Sixty-fourth Street as the attendance up to 2 o'clock.

Attached to this report will be found samples of all tickets issued from this department during the Exposition period; also all forms of application for passes required by foreign exhibitors, exhibitors' employes, and concessionaires; also tables showing the paid attendance and free admissions for each day of the Exposition; also tables of the weekly and monthly attendance, with notes of special days, weather reports, and other information of interest. (On file Field Columbian Museum.)

The total free admissions of all kinds from May 1st to October 30th, inclusive, was 6,059,380, which includes admission upon complimentary cards, photographic passes, press passes, trip passes, and workmen's tickets, also return checks. The latter should not figure in the total of free admissions, as the parties using them had already entered the grounds once on their passes and had left the grounds to return again later in the day. The following is a more correct statement :

Total free admissions of all kinds.....	6,059,380
Less return checks.....	1,703,448
Actual free admissions.....	4,355,932

The total paid admissions for the entire period of the Exposition was 21,480,141.

The final settlement of the department with the auditor and the treasurer shows a complete accounting for all tickets sold, and the number of tickets remaining on hand agrees with the original invoices. The Department of Admissions has handled during the Exposition period \$10,336,065.75, and with the large number of men employed for temporary service in various positions, such as ticket accountants, ticket counters, ticket sellers, and ticket takers, the record of the department is a most excellent one. No claim for any short-

age of money or tickets was ever reported from the auditor or treasurer, and no such shortage ever occurred. The discipline, intelligence, and devotion to duty of the employes of the department was beyond all praise.

In closing this report I must thank the members of the Bureau of Admissions and Collections, Edward B. Butler (chairman), Ferdinand W. Peck, William K. Ackerman, and Anthony F. Seeberger, and the members of the Council of Administration, George V. Massey, J. W. St. Clair, and Charles H. Schwab, and more especially yourself, Mr. President, in your capacity as a member of the Bureau of Admissions and Collections, as chairman of the Council of Administration, and as president of the Board of Directors of the World's Columbian Exposition, for your patient attention to the wants of my department, the support you bestowed upon me in the endeavor to raise it to a high degree of efficiency, and for your counsel, advice, and assistance in every emergency.

With great respect,

I have the honor to be

Yours very sincerely,

HORACE TUCKER,

*Superintendent Department of Admissions,
World's Columbian Exposition.*

PHOTOGRAPHIC PASS STATEMENT, UP TO AND INCLUDING MAY 17, 1893.

Full term photo passes written up.....	21,553
“ “ “ “ undelivered	5,046
“ “ “ “ canceled	767
	<hr/> 5,813
“ “ “ “ delivered.....	15,740
Monthly photo passes written up.....	9,580
“ “ “ “ undelivered	3,683
“ “ “ “ canceled	491
	<hr/> 4,174
“ “ “ “ delivered.....	5,406
Total in use to date.....	<hr/> 22,146

PHOTOGRAPHIC PASS STATEMENT, UP TO AND INCLUDING JUNE 6, 1893.

Full term photo passes written up.....	26,919
“ “ “ “ undelivered	3,889
“ “ “ “ canceled	1,886
	<u>5,775</u>
“ “ “ “ delivered.....	21,144
Monthly photo passes written up.....	13,807
“ “ “ “ undelivered	3,613
“ “ “ “ canceled	2,501
	<u>6,114</u>
“ “ “ “ delivered.....	7,693
Total in use to date.....	<u>28,837</u>

PHOTOGRAPHIC PASS STATEMENT, UP TO AND INCLUDING JUNE 20, 1893.

Full term photo passes written up.....	28,728
“ “ “ “ undelivered	3,135
“ “ “ “ canceled	2,329
	<u>5,464</u>
“ “ “ “ delivered.....	23,264
Monthly photo passes written up.....	18,437
“ “ “ “ undelivered	3,556
“ “ “ “ canceled	3,109
	<u>6,665</u>
“ “ “ “ delivered.....	11,772
Total passes in use.....	<u>35,036</u>

PHOTOGRAPHIC PASS STATEMENT, UP TO AND INCLUDING JULY 4, 1893.

Full term photo passes written up.....	29,981
“ “ “ “ undelivered	2,635
“ “ “ “ canceled	3,301
	<u>5,936</u>
“ “ “ “ delivered.....	24,045
Monthly photo passes written up.....	23,587
“ “ “ “ undelivered	4,337
“ “ “ “ canceled.....	5,662
	<u>9,999</u>
“ “ “ “ delivered.....	13,588
Total number in use.....	<u>37,633</u>

DEPARTMENT OF ADMISSIONS.

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PHOTOGRAPHIC PASS STATEMENT, UP TO AND INCLUDING JULY 11, 1893.

Full term photo passes written up.....	30,415
“ “ “ “ undelivered	2,236
“ “ “ “ canceled.....	3,847
	<u>6,083</u>
“ “ “ “ delivered.....	24,332
Monthly photo passes written up.....	25,649
“ “ “ “ undelivered	4,064
“ “ “ “ canceled	7,426
“ “ “ “ (for July) not renewed.....	1,255
	<u>12,745</u>
“ “ “ “ delivered.....	12,904
Total number in use.....	<u>37,236</u>

PHOTOGRAPHIC PASS STATEMENT, UP TO AND INCLUDING JULY 25, 1893.

Full term photo passes written up.....	30,779
“ “ “ “ undelivered	719
“ “ “ “ canceled	5,966
	<u>6,685</u>
“ “ “ “ delivered	24,094
Monthly photo passes written up.....	28,587
“ “ “ “ undelivered	2,577
“ “ “ “ canceled	9,394
“ “ “ “ not renewed.....	1,216
	<u>13,187</u>
“ “ “ “ delivered	15,400
Total number in use.....	<u>39,494</u>

PHOTOGRAPHIC PASS STATEMENT, UP TO AND INCLUDING AUGUST 8, 1893.

Full term photo passes written up	30,925
“ “ “ “ undelivered	559
“ “ “ “ canceled	6,834
“ “ “ “ unapproved	6,778
	<u>14,171</u>
“ “ “ “ in use	16,754
Monthly photo passes written up.....	31,879
“ “ “ “ undelivered.....	4,114
“ “ “ “ canceled.....	11,939
August coupons undelivered.....	4,895
	<u>20,948</u>
“ “ “ in use.....	10,931
Total number in use.....	<u>27,685</u>

PHOTOGRAPHIC PASS STATEMENT, UP TO AND INCLUDING AUGUST 22, 1893.

Full term photo passes written up.....	30,996
“ “ “ “ undelivered	602
“ “ “ “ canceled	7,553
“ “ “ “ unapproved	4,923
	<u>13,078</u>
“ “ “ “ in use.....	17,918
Monthly photo passes written up.....	34,629
“ “ “ “ undelivered	2,597
“ “ “ “ canceled	13,959
August coupons not delivered.....	3,843
	<u>20,399</u>
“ “ in use.....	14,230
Total number in use.....	32,148

PHOTOGRAPHIC PASS STATEMENT, UP TO AND INCLUDING SEPTEMBER 12, 1893.

Full term photo passes written up.....	31,214
“ “ “ “ undelivered	601
“ “ “ “ canceled	7,593
“ “ “ “ unapproved	5,036
	<u>13,230</u>
“ “ “ “ in use	17,984
Monthly photo passes written up.....	39,780
“ “ “ “ undelivered	2,844
“ “ “ “ canceled	17,262
September coupons not delivered	3,788
	<u>23,894</u>
“ “ in use	15,886
Total number in use.....	38,870

PHOTOGRAPHIC PASS STATEMENT, UP TO AND INCLUDING OCTOBER 10, 1893.

Full term photo passes written up.....	37,336
“ “ “ “ undelivered	2,100
“ “ “ “ canceled	7,593
“ “ “ “ unapproved	6,025
	<u>15,718</u>
“ “ “ “ in use.....	21,618
Monthly photo passes written up.....	40,000
“ “ “ “ undelivered	1,391
“ “ “ “ canceled	20,585
October coupons undelivered.....	4,061
	<u>26,577</u>
“ “ in use.....	13,423
Total number in use.....	35,041

DEPARTMENT OF ADMISSIONS.

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PHOTOGRAPHIC PASS STATEMENT, UP TO AND INCLUDING OCTOBER 30, 1893.

Full term photo passes written up.....	39,898
“ “ “ “ undelivered	1,763
“ “ “ “ canceled	7,593
“ “ “ “ unapproved	7,266
	<u>16,622</u>
“ “ “ “ in use.....	23,276
Monthly photo passes written up.....	40,000
“ “ “ “ undelivered	1,305
“ “ “ “ canceled	22,060
October coupons not issued.....	4,535
	<u>27,900</u>
“ “ “ “ in use.....	13,100
Total number in use.....	36,376

STATEMENT OF PHOTOGRAPHIC PASSES.

Full term passes issued.....	39,885
Monthly passes issued.....	40,000
Total number passes issued.....	79,885

Account.	Full Term.	Monthly	Total.
Dept. Agriculture, Live Stock, and Forestry....	1,349	564	1,913
“ Horticulture	424	179	603
“ Fish and Fisheries.....	122	34	156
“ Mines and Mining.....	396	113	509
“ Machinery.....	1,115	599	1,714
“ Transportation Exhibits.....	1,193	550	1,743
“ Manufactures, including Shoe and Leather.....	1,961	447	2,408
“ Electricity.....	638	225	863
“ Fine Arts.....	736	2	738
“ Liberal Arts.....	1,351	625	1,976
“ Ethnology.....	92	43	135
“ Publicity and Promotion.....	3,650	37	3,687
“ Foreign Affairs.....	4,741	1,938	6,679
“ Womans'.....	400	102	502
“ State Boards.....	1,576	663	2,239
“ Music.....	313	40	353
“ Public Comfort.....	31	6	37
“ Installation.....	9	14	23
“ Awards.....	49	168	217
“ Children's Building.....	68	11	79
Director-general's office force.....	19	-----	19
Treasury Department.....	28	1	29
Executive Department.....	67	15	82
Auditing Department.....	70	28	98
Admission Department.....	724	66	790
Law Department.....	7	1	8
Collection Department.....	203	259	462
Carried forward.....	21,332	6,730	28,062

Account.	Full Term.	Monthly	Total.
Brought forward.....	21,332	6,730	28,062
World's Congress Auxiliary.....	11	-----	11
National Commission, including Lady Managers and employes.....	532	48	580
Complimentary.....	550	1	551
Concessionaires.....	12,613	23,860	36,473
Department of Works.....	3,422	9,059	12,481
United States Government Exhibit.....	1,031	235	1,266
“ “ customs.....	285	43	328
“ “ internal revenue.....	6	5	11
World's Fair postoffice.....	103	19	122
	39,885	40,000	79,885

STATEMENT OF PHOTOGRAPHIC PASSES ISSUED TO OFFICERS AND EMPLOYEES
OF EXPOSITION AND COMMISSION.

Full term passes issued.....	5,211
Monthly passes issued.....	8,918
Total number passes issued.....	14,129

Account.	Full Term.	Monthly	Total.
Dept. Agriculture, Live Stock, and Forestry....	66	30	96
“ Horticulture.....	31	57	88
“ Fish and Fisheries.....	11	1	12
“ Mines and Mining.....	45	11	56
“ Machinery.....	36	-----	36
“ Transportation Exhibits.....	27	-----	27
“ Manufactures, including Shoe and Leather.....	45	2	47
“ Electricity.....	16	-----	16
“ Fine Arts.....	40	2	42
“ Liberal Arts.....	23	7	30
“ Ethnology.....	49	2	51
“ Publicity and Promotion.....	78	-----	78
“ Foreign Affairs.....	15	-----	15
“ Music.....	313	40	353
“ Public Comfort.....	31	6	37
“ Installation.....	9	14	23
“ Awards.....	49	168	217
“ Children's.....	68	11	79
Director-general's office force.....	19	-----	19
Treasury Department.....	28	1	29
Executive Department.....	67	15	82
Auditing Department.....	70	28	98
Admission Department.....	724	66	790
Law Department.....	7	1	8
Collection.....	203	259	462
World's Congress Auxiliary.....	11	-----	11
National Commission, including Lady Managers and employes.....	532	48	580
Department of Works.....	2,598	8,149	10,747
	5,211	8,918	14,129

STATEMENT OF PHOTOGRAPHIC PASSES ISSUED TO OTHER THAN OFFICERS
AND EMPLOYES OF EXPOSITION AND COMMISSION, INCLUDING EXHIB-
ITORS, ATTENDANTS, CONCESSIONAIRES, ETC.

Full term passes issued	34,674
Monthly passes issued	31,082
Total number passes issued	65,756

Account.	Full Term.	Monthly	Total.
Dept. Agriculture, Live Stock, and Forestry— exhibitors and attendants	1,283	534	1,817
Dept. Horticulture—exhibitors and attendants	393	122	515
“ Fish and Fisheries, “ “ “	111	33	144
“ Mines and Mining, “ “ “	351	102	453
“ Machinery, “ “ “	1,079	599	1,678
“ Transp'n Exhibits, “ “ “	1,166	550	1,716
“ Manufactures, “ “ “	1,916	445	2,361
“ Electricity, “ “ “	622	225	847
“ Fine Arts, “ “ “	696	—	696
“ Liberal Arts, “ “ “	1,328	618	1,946
“ Ethnology, “ “ “	43	41	84
“ Publicity and Promotion—press	3,572	37	3,609
“ Foreign Affairs—exhibitors and attendants	4,726	1,938	6,664
“ Womans'	400	102	502
Concessionaires and employes	12,613	23,860	36,473
State boards and employes	1,576	663	2,239
Contractors and employes	824	910	1,734
Complimentary	550	1	551
Government—exhibitors' attendants	1,031	235	1,266
United States customs	291	48	339
World's Fair postoffice—exhibitors and attendants	103	19	122
Totals	34,674	31,082	65,756

DETAILED STATEMENT OF PHOTOGRAPHIC PASSES ISSUED TO DEPARTMENT
OF WORKS.

Full term passes issued	3,422
Monthly passes issued	9,059
Total number passes issued	12,481

Account.	Full Term.	Monthly	Total.
Transportation	431	115	546
Mechanical	80	655	735
Medical	96	35	131
Photography	153	53	206
Purchasing	9	3	12
Storekeeping	4	5	9
Carried forward	773	866	1,639

Account.	Full Term.	Monthly	Total.
Brought forward.....	773	866	1,639
Surveys and grades.....	42	63	105
Water supply, sewers, and fire protection.....	90	34	124
Architectural.....	68	8	76
Decoration.....	33	47	80
Electrical.....	164	328	492
Engineering construction.....	27	29	56
Landscape.....	25	32	57
Insurance.....	17	—	17
Guards, secret service, guides, and messengers.....	969	4,173	5,142
Janitors.....	163	2,541	2,704
Fire.....	167	—	167
Director of works—office force and staff.....	60	28	88
Contractors.....	824	910	1,734
Totals.....	3,422	9,059	12,481

REPORT OF PASSES ISSUED TO FOREIGN COMMISSIONS.

Full term passes.....	4,741
Monthly passes.....	1,938
Total number passes issued.....	6,679

Commission.	Full Term.	Monthly	Total.
1 Argentine.....	12	8	20
2 Austrian.....	331	176	507
3 British Guiana.....	1	—	1
4 British India.....	3	3	6
5 British.....	638	374	1,012
6 Belgian.....	200	38	238
7 Brazilian.....	24	47	71
8 Bolivia.....	14	1	15
9 Bulgarian.....	11	3	14
10 Cape of Good Hope.....	19	—	19
11 Canadian.....	322	306	628
12 Chinese.....	9	—	9
13 Chilean.....	8	1	9
14 Ceylon.....	16	20	36
15 Corea.....	1	—	1
16 Costa Rica.....	8	4	12
17 Cuba.....	1	—	1
18 Curaco.....	3	—	3
19 Columbian Pavilion.....	1	2	3
20 Danish.....	52	19	71
21 Denmark.....	2	1	3
22 East Indian.....	4	—	4
23 Ecuador.....	3	1	4
24 French.....	712	238	950
25 German.....	1,275	316	1,591
Carried forward.....	3,670	1,558	5,228

Commission.	Full Term.	Monthly	Total.
Brought forward.....	3,670	1,558	5,228
26 Guatemala.....	2	14	16
27 Haitian.....	5	2	7
28 Honduras.....	3	-----	3
29 Italian.....	237	90	327
30 Jamaica.....	8	4	12
31 Japan.....	204	8	212
32 Johore.....	12	6	18
33 Korea.....	2	2	4
34 Liberian.....	4	-----	4
35 Madagascar.....	2	-----	2
36 Mexican.....	16	30	46
37 Monaco.....	8	4	12
38 Netherlands.....	38	7	45
39 New South Wales.....	31	11	42
40 Norwegian.....	38	7	45
41 Ottoman.....	7	1	8
42 Orange Free State.....	1	1	2
43 Paraguay.....	8	-----	8
44 Peru.....	1	-----	1
45 Persian.....	21	14	35
46 Portuguese.....	2	1	3
47 Russia.....	176	102	278
48 Scandinavian.....	1	-----	1
49 Siamese.....	6	2	8
50 Swedish.....	66	15	81
51 Spanish.....	68	24	92
52 Syrian.....	2	-----	2
53 Switzerland.....	83	27	110
54 Trinidad.....	3	2	5
55 Turkey.....	4	-----	4
56 Uruguay.....	8	4	12
57 Venezuela.....	4	2	6
Totals.....	4,741	1,938	6,679

RECAPITULATION OF PHOTOGRAPHIC PASSES ISSUED.

Full term passes issued.....	39,885
Monthly passes issued.....	40,000
Total number passes issued.....	79,885

Issued to—	Full Term.	Monthly	Total.
Officers and employes Exposition and Commission	5,211	8,918	14,129
Press.....	3,572	37	3,609
Concessionaires and employes.....	12,613	23,860	36,473
State boards and employes.....	1,576	663	2,239
Constructions and employes Department Works.....	824	910	1,734
Complimentary.....	550	1	551
U. S. customs and internal revenue employes.....	291	48	339
Exhibitors and employes.....	15,248	5,563	20,811
Totals.....	39,885	40,000	79,885

STATEMENT OF COMPLIMENTARY CARDS.

Full term cards issued.....	2,117
Short term cards issued.....	15,093
Total number cards issued	17,210

	Full Term.	Short Term.	Total.
Requested by George R. Davis, director-general..	675	14,853	15,528
“ “ H. N. Higinbotham, president.....	126	166	292
“ “ T. W. Palmer, pres't Commission..	403	73	476
“ “ John Boyd Thacher, chairman.....	2	-----	2
Authorized by Bureau Admissions and Collections	911	1	912
	2,117	15,093	17,210

Fourteen thousand five hundred and fifteen of the limited cards charged to the director-general were issued on account of the press.

STATEMENT OF PASSES FOR JUDGES OF AWARDS.

Total number issued.....	748
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All issued on request of John Boyd Thacher, chairman of Committee on Awards.

STATEMENT OF SPECIAL PASSES ISSUED.

Total number issued.....	8,345
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Department Agriculture	26
“ Horticulture	9
“ Live Stock	1,623
“ Mines and Mining.....	7
“ Machinery	4
“ Transportation Exhibits.....	38
“ Manufactures	2
“ Fine Arts	10
“ Liberal Arts	2
“ Publicity and Promotion.....	1,600
“ Foreign Affairs.....	13
“ Music	3,174
“ Awards	440
“ State Boards	69
“ Womans'.....	40
“ Children's	6
“ Lady Managers'.....	10
“ Auditing	19
“ Treasury.....	1
“ Admissions	2
“ Works	16
“ Collections	8
“ Concessions	109
United States Government Exhibit.....	375
United States Customs.....	5
City Council, Philadelphia	37
Chicago police.....	62
Authorized by H. N. Higinbotham, president.....	11
Military companies	627
Total.....	8,345

These passes were all used for short terms.

DEPARTMENT OF ADMISSIONS.

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STATEMENT OF WORKMEN'S TRIP TICKETS.

Number issued	84,741
“ returned unused	12,281
Total number tickets used	72,460
F. Tickets good only at Sixty-second Street entrance:	
Number issued	52,071
“ returned unused	5,902
“ used	46,169
E. Tickets good only at West Midway entrance:	
Number issued	32,670
“ returned unused	6,379
“ used	26,291
	72,460

STATEMENT OF PRESS TRIP PASSES.

Total number used	43,000
(All issued to M. P. Handy, chief Department Publicity and Promotion.)	

STATEMENT OF TRIP PASSES ISSUED.

Total number issued	3,995
Issued to Ferd. W. Peck, vice-president World's Columbian Exposition	100
“ George R. Davis, director-general	500
“ W. I. Buchanan, chief Department Agriculture	50
“ M. P. Handy, chief Department Publicity and Promotion	195
“ H. N. Higinbotham, president World's Columbian Exposition	700
“ T. W. Palmer, president World's Columbian Commission	900
“ Mrs. George L. Dunlap, Children's Building	900
“ Gen. N. A. Miles	500
“ John M. Clark, collector of customs	100
“ Police Department	50
Total	3,995

The 551 passes charged as “ complimentary ” were issued to Illinois Assembly, Chicago City Council, Chicago police, representatives of the different trades unions, Centennial commissioners, and various others. These passes were authorized by the Bureau of Admissions and Collections, the Council of Administration, H. N. Higinbotham, president, and George R. Davis, director-general.

Three hundred and seventy-three passes charged to United States Government Exhibit include passes issued to West Point cadets. Thirty-seven passes issued to the City Council of Philadelphia were authorized by the Council of Administration. Sixty-two passes issued to Chicago police were authorized by H. N. Higinbotham, president.

Six hundred and twenty-seven passes charged to military companies

were authorized by the director-general, and were collected for at the rate of 50 cents per day for the time for which they were issued.

HORACE TUCKER, Esq., *Superintendent Department of Admissions.*

DEAR SIR: On account of the abuse and transferring of workmen's passes, which was carried on to a large extent on May 20, 1893, it was deemed necessary to devise an application for workmen's passes in the form of a contract, whereby a deposit of \$1 was to be made for the pass and also a penalty of 50 cents per day be charged in case the pass was found in other hands than that of the original owner.

An application to cover the above was immediately gotten up, as sample attached. The passes to go with this application were three in number and of the punch kind, good from June 1st to 15th. No. 1 pass, blue in color, was good at workmen's gates from 6 A. M. to 1 P. M. No. 2 pass, white, was good from 1 P. M. to 7 P. M. No. 3 pass, red, was good from 7 P. M. to 6 A. M. Only one pass was issued to each workman, good for hours wanted, and for only one admission a day.

The second half of June passes were issued same as above, and were colored brown, pink, and yellow. The \$1 deposited on passes did not apply to Exposition employes proper, their passes being issued free, and so stamped.

Contractors and others wishing to renew their passes for the following month did so by turning in their old passes, on which they had deposited \$1, and taking out a new one, simply exchanging them. When through with their passes, they turned them in and received their deposit of \$1 back.

The statement below shows the number of passes taken out, upon which \$1 was deposited:

June, first half.....	9,713
June, second half.....	1,433
July.....	1,193
August.....	614
September.....	500
October.....	353
Total.....	13,806
Passes returned to November 30th.....	11,271
	<hr/> 2,535
Passes not returned.....	\$2,535 00
Penalties charged on passes lifted at gates.....	352 50
	<hr/> \$2,887 50

The month of July and thereafter passes were issued for the entire month. The statement next attached shows the complete number of workmen's passes issued by this department.

Yours respectfully,

(Signed) T. B. HINMAN.

DEPARTMENT OF ADMISSIONS.

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WORKMEN'S PASSES.

Month of—	Series.	Ordered.	Issued.	Total Issued.
January	60,000	55,573	55,573
February	80,000	71,443	71,443
March	{ Workmen's A	70,000	65,101	{ 86,615
April		25,000	21,514	
May	{ B C D H I	80,000	71,580	{ 71,580
		35,000	23,972	
		15,000	15,000	
		25,000	22,143	
		20,000	13,991	
June { first half	{ K L M N O	5,000	206	{ 25,452
		3,000	513	
		5,000	2,050	
		15,000	8,102	
		5,000	170	
July	R	3,000	420	
August	S	8,500	7,504	7,504
September	T	5,000	3,538	3,538
October	U	3,000	2,369	2,369
November	W	3,000	2,308	2,308
December	X*	40,000	21,717	21,717
Totals	505,500	409,214	409,214

*Issued by E. R. Graham, general manager World's Columbian Exposition.

WORLD'S COLUMBIAN EXPOSITION—DEPARTMENT OF ADMISSIONS.

Table showing total number of each class of admissions, receipts, and number of tickets of each class sold up to any day during the Exposition.

MAY, 1893. DATE.	FREE ADMISSIONS.										CASH ADMISSIONS.					TICKET SALES.						
	Complimen- tary Cards.	Full Term Photo Passes.	Monthly Photo Passes.	Special Pres. Passes.	Workmen's Passes.	Trip Passes.	Return Checks.	Bureau of Music Passes.	Total.	General Admission Tickets.	Daily Admission Tickets.	Railroad Coupons.	Children's Tickets.	Total.	Grand Total.	Receipts.	General Admission Tickets.	Daily Admission Tickets.	Railroad Coupons (Collected).	Children's Tickets.	Total.	Receipts.
Monday, 1.....	1,179	9,007	479	—	—	17,729	78	1,138	8,592	18,927	109,361	677	—	128,965	137,557	\$64,482 50	160,737	111,492	677	—	300,014	\$145,307 00
Tuesday, 2.....	271	8,422	657	—	—	13	1,278	—	5,641	2,018	11,848	22	—	13,983	19,524	6,941 50	17,708	11,492	22	—	14,304	7,152 00
Wednesday, 3.....	297	4,218	1,307	—	—	1	2,135	—	7,970	2,348	13,259	44	—	15,637	23,607	7,818 50	102,664	13,795	44	—	116,503	58,221 50
Thursday, 4.....	224	4,802	1,615	—	—	2	2,470	—	9,173	2,394	12,023	24	—	14,995	24,168	7,497 50	102,664	13,795	24	—	20,400	10,245 00
Friday, 5.....	280	5,319	1,701	—	—	10	2,700	—	10,070	1,581	9,194	16	—	10,791	20,861	5,305 50	2,680	9,314	16	—	12,010	6,005 00
Saturday, 6.....	263	5,794	1,923	—	—	7	3,073	—	11,006	3,418	14,414	22	—	17,854	28,860	8,927 00	2,673	14,476	22	—	17,171	8,585 50
Sunday, 7.....	65	2,195	423	—	—	—	776	—	3,459	—	—	—	—	22,367	3,459	—	2,847	18,854	40	—	21,741	10,870 50
Monday, 8.....	496	6,951	1,985	246	—	6	4,708	—	14,322	3,560	18,767	21	—	17,171	36,689	11,183 50	2,897	14,295	21	—	17,154	8,577 00
Tuesday, 9.....	366	5,932	1,901	—	—	2	3,083	—	11,284	3,143	14,007	34	—	19,514	32,153	9,757 00	3,088	15,645	34	—	18,717	9,358 50
Wednesday, 10.....	250	6,735	2,141	—	—	18	3,839	—	12,639	3,939	15,541	37	—	13,677	35,261	6,898 50	11,780	11,074	37	—	22,891	11,445 50
Thursday, 11.....	250	6,889	2,130	—	—	2	2,813	—	11,584	2,738	10,912	30	—	17,402	30,929	8,701 00	3,128	13,544	30	—	16,702	8,351 00
Friday, 12.....	337	7,355	2,376	—	—	2	3,457	—	13,527	3,864	13,508	30	—	17,402	30,929	8,701 00	3,128	13,544	30	—	16,702	8,351 00
Saturday, 13.....	473	8,588	2,501	—	—	9	4,425	—	17,999	10,067	33,955	78	—	44,100	62,099	22,050 00	16,946	33,962	78	—	50,976	25,488 00
Sunday, 14.....	100	2,748	1,733	—	—	—	1,447	—	5,028	4,506	10,662	39	—	21,207	37,536	10,603 50	3,381	17,075	39	—	21,095	10,547 50
Monday, 15.....	384	8,349	2,678	—	—	5	4,809	—	16,329	4,684	16,716	43	—	21,443	38,552	10,721 50	3,628	16,945	43	—	30,146	15,308 00
Tuesday, 16.....	419	8,890	2,813	—	—	5	4,882	—	17,109	4,684	16,716	43	—	21,443	38,552	10,721 50	3,628	16,945	43	—	30,146	15,308 00
Wednesday, 17.....	448	9,217	3,075	—	—	26	5,320	26	19,808	6,641	25,659	53	—	32,353	52,161	16,176 50	3,632	25,241	53	—	35,705	17,882 50
Thursday, 18.....	437	9,639	3,182	—	—	6	5,342	—	19,095	6,784	25,499	72	—	32,355	51,450	16,177 50	4,054	23,679	72	—	37,691	18,845 50
Friday, 19.....	426	9,316	3,165	—	—	4	5,339	—	19,360	6,334	23,074	50	—	29,458	48,818	14,723 00	4,466	23,155	50	—	27,691	13,845 50
Saturday, 20.....	413	9,890	4,047	1,316	—	11	5,326	54	23,275	13,360	41,955	53	—	55,368	78,643	27,684 00	14,410	42,046	53	—	56,515	28,257 50
Sunday, 21.....	417	3,457	956	—	—	10	2,400	—	6,701	—	—	—	—	32,036	53,376	16,299 25	4,635	23,975	53	—	864	15,560 00
Monday, 22.....	425	10,273	3,197	937	—	10	5,591	2	20,440	4,666	25,717	78	675	32,036	53,376	16,299 25	4,635	23,975	78	864	34,707	17,186 75
Tuesday, 23.....	452	10,689	3,260	942	—	8	5,600	944	21,244	5,227	34,446	57	624	32,356	50,600	14,522 00	10,208	23,715	57	787	37,707	17,186 75
Wednesday, 24.....	404	10,405	3,295	1,137	—	—	5,319	433	21,370	9,272	34,963	75	1,479	45,809	67,179	22,534 75	7,386	34,041	75	1,502	43,004	21,126 50
Thursday, 25.....	402	10,409	3,325	939	—	14	5,319	1,117	22,492	6,794	30,060	82	1,257	39,063	61,555	19,217 25	4,039	30,905	82	1,272	36,388	17,876 00
Friday, 26.....	418	10,677	3,358	721	—	35	5,319	8	20,894	6,307	26,664	77	1,116	34,164	55,058	16,803 00	4,774	26,086	77	1,122	32,659	16,049 00
Saturday, 27.....	418	11,663	3,674	1,432	—	35	5,319	1,362	26,627	16,738	45,374	107	3,535	65,749	92,376	31,960 75	19,648	47,613	107	3,556	70,924	35,744 50
Sunday, 28.....	265	8,592	2,897	677	—	15	4,037	—	26,627	4,003	69,545	50	3,614	77,212	94,880	37,702 50	1,033	69,623	50	3,632	73,305	35,744 50
Monday, 29.....	421	10,874	3,366	474	—	83	5,037	—	21,139	3,023	35,736	85	1,479	40,323	81,979	56,062 50	1,033	69,623	85	2,475	73,305	35,744 50
Tuesday, 30.....	383	11,033	3,580	—	—	99	5,813	276	21,751	3,170	35,962	75	2,100	41,307	63,068	20,192 50	2,317	96,025	75	1,609	40,096	19,010 75
Wednesday, 31.....	383	11,033	3,580	—	—	99	5,813	276	21,751	3,170	35,962	75	2,100	41,307	63,068	20,192 50	2,317	96,025	75	1,609	40,096	19,010 75

* Laborers' trip passes.

Table showing total number of admissions, receipts, and number of tickets of each class sold up to any day during the Exposition.

JUNE, 1893. DATE.	FREE ADMISSIONS.										CASH ADMISSIONS.										TICKET SALES.									
	Complimen- tary Cards.	Full Term Photo Passes.	Monthly Pro- to Passes.	Special Press Passes.	Workmen's Passes.	Trip Passes.	Return Checks.	Bureau of Mu- sic Passes.	Total.	General Admission Tickets.	Daily Admission Tickets.	Railroad Con- pons.	Children's Tickets.	Total.	Receipts.	General Admission Tickets.	Daily Admission Tickets.	Railroad Coupons (Collected).	Children's Tickets.	Total.	Receipts.									
Thursday, 1	302	11,337	8,325	506	93	4	7,071	9	22,703	3,634	33,946	0	1,374	36,024	61,727	4,700	34,023	0	1,387	40,180	\$19,743 25									
Friday, 2	431	11,616	3,650	574	117	7	6,559	11	22,965	3,776	45,412	97	1,022	51,307	73,732	2,580	45,031	97	2,045	50,313	24,645 25									
Saturday, 3	552	12,114	4,137	441	232	6	7,679	1,351	26,511	4,731	47,023	117	787	55,558	82,069	2,581	48,032	117	2,739	51,749	31,174 75									
Sunday, 4	244	8,315	3,446	331	206	6	7,358	139	17,453	2,420	51,336	161	2,463	59,601	74,413	911	53,032	173	2,961	54,377	35,448 25									
Monday, 5	535	11,853	4,351	350	121	17	7,526	159	24,702	4,206	52,729	161	2,463	59,601	74,413	906	53,823	161	2,901	56,397	37,573 25									
Tuesday, 6	557	12,645	5,016	507	287	7	8,549	167	28,092	4,206	59,479	186	2,898	68,715	106,807	651	60,520	136	3,280	63,597	36,978 25									
* Wednesday, 7	539	12,733	3,208	423	203	4	7,001	167	26,338	4,482	62,232	159	2,898	68,715	106,807	651	60,520	136	3,280	63,597	37,573 25									
* Thursday, 8	709	13,876	5,991	936	214	15	11,637	347	33,715	10,456	118,866	366	5,553	135,281	168,962	1,143	121,239	366	5,653	136,705	61,953 50									
* Friday, 9	498	12,476	6,196	295	185	4	8,345	116	26,839	3,961	81,865	129	2,854	81,209	108,148	1,080	121,239	366	5,653	136,705	61,953 50									
Saturday, 10	520	12,265	6,346	396	167	1	8,345	116	26,839	3,961	81,865	129	2,854	81,209	108,148	1,080	121,239	366	5,653	136,705	61,953 50									
Sunday, 11	255	8,999	5,752	395	187	1	6,487	106	22,155	3,485	64,217	75	3,436	77,916	93,368	1,261	64,304	237	3,439	69,443	33,548 25									
Monday, 12	486	12,749	6,745	421	361	1	7,982	83	28,843	4,704	86,466	269	3,417	97,910	126,580	1,261	64,304	237	3,439	69,443	33,548 25									
Tuesday, 13	579	13,379	6,870	602	511	7	9,512	89	31,449	4,704	86,466	269	3,417	97,910	126,580	1,261	64,304	237	3,439	69,443	33,548 25									
Wednesday, 14	600	12,359	7,327	674	334	4	8,408	562	30,069	5,754	75,487	225	3,791	85,287	110,378	2,470	80,489	328	4,099	92,806	45,378 25									
Thursday, 15	760	13,802	7,367	787	455	7	10,965	1,476	35,049	9,531	146,425	674	4,839	165,069	201,718	1,470	73,753	674	3,722	81,170	39,634 25									
Friday, 16	690	13,815	7,903	822	398	5	8,082	453	30,878	5,680	76,508	213	3,913	88,904	184,773	1,309	76,679	213	3,816	82,017	40,054 50									
Saturday, 17	1,383	13,891	7,968	828	490	4	10,953	292	35,781	10,208	120,421	352	3,929	148,904	184,773	1,309	76,679	213	3,816	82,017	40,054 50									
Sunday, 18	508	8,654	6,141	306	483	2	5,870	75	22,019	2,213	54,532	98	3,087	59,900	91,919	2,137	54,515	352	3,098	57,647	38,579 25									
Monday, 19	1,156	12,402	8,058	383	329	3	8,946	56	31,338	5,018	76,057	250	3,966	85,901	116,694	2,276	76,187	250	3,987	82,700	38,579 25									
Tuesday, 20	1,591	13,415	8,397	480	535	5	8,592	53	33,388	5,415	84,150	269	4,543	94,877	127,765	2,474	85,294	369	4,573	91,079	40,366 25									
Wednesday, 21	1,698	13,839	8,742	643	701	4	9,178	70	34,315	6,047	87,051	248	4,707	98,053	132,368	2,605	88,046	248	4,737	98,989	45,702 75									
Thursday, 22	1,998	13,770	8,613	632	733	10	10,412	778	36,996	7,553	97,663	411	6,638	132,295	160,291	3,267	119,502	411	6,753	132,831	64,727 25									
Friday, 23	1,933	12,500	8,957	652	697	5	8,995	108	33,651	3,801	92,737	293	5,568	102,355	130,262	2,350	91,583	395	5,591	98,736	47,970 25									
Saturday, 24	1,915	13,679	8,296	637	853	3	10,005	364	35,752	5,890	120,104	340	7,574	133,878	169,960	2,350	120,314	340	7,739	130,723	63,425 75									
Sunday, 25	462	8,662	7,512	308	410	2	6,401	755	24,516	1,792	58,563	94	3,300	63,746	126,361	1,118	58,631	94	3,324	62,167	30,252 50									
Monday, 26	896	12,677	9,385	716	807	10	9,393	1,041	36,146	3,460	85,359	287	5,298	94,344	126,361	1,118	58,631	287	5,317	92,838	45,062 25									
Tuesday, 27	1,113	13,592	9,285	671	896	4	10,238	302	36,146	4,571	101,509	331	6,791	113,132	143,278	1,378	101,848	331	6,708	109,780	53,199 50									
Wednesday, 28	1,243	13,155	9,408	406	887	6	9,841	895	35,316	3,837	80,239	238	6,467	106,997	134,698	1,378	101,848	238	5,536	96,326	46,729 50									
Thursday, 29	1,323	13,261	9,625	480	973	6	10,344	284	36,316	4,230	90,706	420	6,536	110,692	147,116	1,378	101,848	420	6,560	108,260	52,485 50									
Friday, 30	1,072	12,936	9,354	320	910	6	8,909	618	33,895	2,644	68,647	201	4,255	73,941	109,682	1,354	68,743	201	4,267	74,785	36,328 35									

*Infanta Eulalia. †German Day.

WORLD'S COLUMBIAN EXPOSITION—DEPARTMENT OF ADMISSIONS.

Table showing total number of each class of admissions, receipts, and number of tickets of each class sold up to any day during the Exposition.

JULY, 1893. DATE.		FREE ADMISSIONS.										CASH ADMISSIONS.					TICKET SALES.						
		Complimen- tary Cards.	Full Term Photo Passes.	Monthly Pho- to Passes.	Special Press Passes.	Workmen's Passes.	Trip Passes.	Return Checks.	Bureau of Music Passes.	Total.	General Admission Tickets.	Daily Admission Tickets.	Railroad Cou- pons.	Children's Tickets.	Total.	Grand Total.	Receipts.	General Admission Tickets.	Daily Admission Tickets.	Railroad Coupons (Collected).	Children's Tickets.	Total.	Receipts.
Saturday, 1		930	13,545	6,786	490	12,132	4	9,518	759	44,104	4,217	95,652	230	5,924	106,032	150,136	\$51,535 00	1,473	95,964	230	5,940	103,316	\$50,173 00
Sunday, 2		338	8,404	6,755	215	5,452	3	6,184	401	27,752	1,396	44,922	48	2,890	48,756	76,508	23,790 50	276	44,986	48	2,928	47,738	23,262 00
Monday, 3		898	12,907	8,881	390	9,164	11	10,536	139	42,936	3,525	96,260	332	5,600	105,967	148,013	51,598 50	1,715	96,691	332	5,663	104,331	50,749 75
Tuesday, 4		1,156	13,061	9,215	1,020	7,716	26	12,839	1,630	47,269	7,990	259,375	2,374	13,534	283,273	330,542	138,253 00	2,682	259,691	2,374	13,604	276,331	134,744 50
Wednesday, 5		872	12,473	9,150	307	8,162	12	10,031	823	41,830	2,467	72,187	201	4,179	79,034	130,864	38,472 25	2,982	72,325	201	5,720	81,228	39,184 00
Thursday, 6		977	12,957	9,588	348	7,349	6	10,688	270	42,183	3,321	87,963	373	5,535	97,183	132,366	47,210 00	2,705	87,971	373	5,504	95,553	46,400 50
Friday, 7		1,085	13,089	9,600	340	7,356	98	10,688	310	43,275	3,005	80,890	340	5,121	89,865	132,640	43,402 25	2,010	80,904	340	5,194	88,547	42,975 25
Saturday, 8		1,022	13,481	10,332	381	8,062	15	11,303	1,344	44,533	3,802	86,135	200	4,900	95,007	130,630	46,323 75	1,305	86,163	200	4,953	92,621	45,072 25
Sunday, 9		504	7,494	7,209	213	6,062	1	6,009	366	24,858	1,295	40,564	53	2,635	44,537	69,395	21,600 75	341	40,572	53	2,611	43,577	21,135 75
Monday, 10		1,219	12,798	10,943	354	8,687	15	11,508	140	41,239	3,223	80,373	313	4,878	88,577	130,036	43,179 00	1,563	80,353	313	4,975	87,234	42,373 25
Tuesday, 11		1,713	12,671	11,238	355	8,752	23	11,166	190	43,347	3,598	92,901	490	5,542	102,534	145,878	49,880 00	1,514	92,924	490	5,585	100,513	48,890 25
Wednesday, 12		1,728	12,793	11,045	305	8,390	23	11,068	272	43,651	3,139	83,597	329	5,075	91,336	133,386	44,600 25	2,203	83,598	329	5,048	95,379	44,667 00
Thursday, 13		2,027	12,463	10,835	364	8,396	16	10,961	197	43,252	3,563	84,197	259	5,075	93,134	136,386	45,208 25	2,203	84,218	259	5,048	93,890	44,136 25
Friday, 14		1,879	12,925	11,367	300	8,396	9	10,178	267	41,631	2,870	63,364	193	3,239	69,066	111,197	34,023 25	3,037	63,419	193	3,247	69,896	34,136 25
Saturday, 15		2,221	13,122	11,117	376	8,396	13	11,501	1,264	44,910	3,772	87,690	237	4,823	96,332	141,422	47,055 25	1,274	88,702	237	4,846	96,349	46,348 00
Sunday, 16		453	6,804	7,779	73	6,883	13	6,967	268	23,728	3,214	74,096	102	2,377	49,387	73,066	24,074 75	1,433	74,195	102	2,422	50,364	24,576 00
Monday, 17		1,273	12,827	11,224	276	8,584	13	10,980	188	40,845	3,421	72,070	461	5,321	91,281	133,514	49,310 25	2,457	91,151	461	5,315	99,384	48,363 25
Tuesday, 18		1,414	12,852	11,379	285	8,584	21	11,230	398	42,233	3,429	92,070	310	4,694	90,163	143,046	49,308 00	1,472	92,526	310	4,676	98,984	48,363 25
Wednesday, 19		1,488	12,705	11,306	278	8,584	15	11,223	335	41,883	2,749	82,410	443	6,519	129,873	174,228	63,306 75	1,746	119,275	443	6,559	128,023	62,871 75
Thursday, 20		1,623	12,874	11,602	380	8,584	24	12,259	949	44,355	3,739	119,172	443	6,519	129,873	174,228	63,306 75	1,746	119,275	443	6,559	128,023	62,871 75
Friday, 21		1,414	11,432	10,553	294	8,584	11	10,697	486	38,982	2,192	75,126	313	3,871	81,562	130,484	39,783 25	6,715	75,253	313	3,844	86,125	42,101 50
Saturday, 22		1,534	13,050	11,272	387	8,584	22	11,697	795	42,886	3,511	102,148	383	5,875	111,917	154,753	54,489 75	1,925	102,372	383	5,705	110,385	53,766 25
Sunday, 23		174	2,962	4,473	37	1,114	2	3,321	115	11,956	2,082	73,042	307	3,806	79,237	120,639	38,667 00	1,256	73,356	307	3,814	78,733	38,413 00
Monday, 24		1,463	12,251	11,503	345	8,584	16	10,869	135	40,793	2,082	73,042	307	3,806	79,237	120,639	38,667 00	1,256	73,356	307	3,814	78,733	38,413 00
Tuesday, 25		1,605	12,446	11,413	349	8,584	15	10,808	197	41,193	1,824	74,353	337	3,746	80,260	121,453	39,193 50	1,829	74,139	337	3,758	79,063	38,592 00
Wednesday, 26		1,615	12,627	11,463	435	8,584	14	10,812	280	42,291	2,046	86,785	314	4,596	93,712	136,062	45,736 50	1,825	86,971	314	4,602	92,044	50,326 75
Thursday, 27		1,802	12,368	11,457	435	8,584	14	10,812	791	41,904	2,252	96,296	409	4,468	104,353	143,815	50,800 50	1,825	96,271	409	4,507	103,402	50,326 75
Friday, 28		1,730	12,281	11,416	344	8,584	11	10,612	801	40,941	1,880	72,894	250	3,850	78,874	113,815	38,474 50	1,860	72,885	250	3,859	77,854	37,962 25
Saturday, 29		1,829	13,191	11,967	518	8,584	6	12,040	339	40,041	2,887	89,204	271	4,351	96,631	141,667	47,253 25	1,252	88,063	271	4,876	97,062	46,312 00
Sunday, 30		1,327	5,584	6,494	329	1,145	2	5,840	115	19,621	1,758	65,469	284	3,612	71,138	113,130	34,666 00	1,205	65,592	284	3,593	70,734	34,468 75
Monday, 31		1,327	13,323	12,446	313	3,990	5	11,524	1,049	43,992	1,758	65,469	284	3,612	71,138	113,130	34,666 00	1,205	65,592	284	3,593	70,734	34,468 75

WORLD'S COLUMBIAN EXPOSITION—DEPARTMENT OF ADMISSIONS.

Table showing total number of each class of admissions, receipts, and number of tickets of each class sold up to any day during the Exposition.

AUGUST, 1893. DATE.	FREE ADMISSIONS.										CASH ADMISSIONS.					TICKET SALES.						
	Complimen- tary Cards.	Full Term Photo Passes.	Monthly Pho- to Passes.	Special Press Passes.	Workmen's Passes.	Trip Passes.	Return Checks.	Bureau of Music Passes.	Total.	General Admission Tickets.	Daily Admission Tickets.	Railroad Cou- pons.	Children's Tickets.	Total.	Grand Total.	Receipts.	General Admission Tickets.	Daily Admission Tickets.	Railroad Coupons (Collected).	Children's Tickets.	Total.	Receipts.
Tuesday, 1.....	1,310	11,911	10,188	360	2,027	11	10,864	155	38,514	2,047	73,648	325	4,180	80,200	118,714	\$39,055 00	1,013	73,693	325	4,194	79,225	\$38,561 00
Wednesday, 2.....	1,331	11,969	11,248	334	2,062	10	11,219	169	39,177	2,278	76,096	264	4,405	83,043	122,760	40,420 25	1,401	76,410	319	4,400	82,475	40,137 50
Thursday, 3.....	1,743	12,131	11,315	688	3,081	10	10,946	184	40,073	1,900	85,529	314	4,884	92,092	132,765	45,125 00	1,892	83,613	304	4,889	91,715	44,635 25
Friday, 4.....	1,825	11,885	11,095	552	3,058	10	10,982	158	39,505	1,753	75,013	205	3,961	90,992	120,437	38,475 75	1,665	74,923	209	4,005	79,798	38,897 75
Saturday, 5.....	2,180	11,627	11,150	506	3,031	9	12,865	336	41,833	2,618	98,296	269	5,369	106,742	148,027	52,038 75	1,265	98,402	269	5,329	105,205	51,300 25
Sunday, 6.....	489	5,370	6,593	57	663	1	5,634	118	18,635	204	15,312	4,065	16,181	34,816	7,824 25	15,312	685	16,997	7,827 25
Monday, 7.....	1,876	11,325	11,495	265	3,393	12	10,910	118	39,424	1,759	83,805	277	4,513	90,384	129,778	44,048 75	608	83,815	277	4,517	89,417	43,579 25
Tuesday, 8.....	1,900	11,221	11,794	439	3,369	9	10,977	159	39,868	1,937	86,620	271	5,206	104,094	145,902	50,715 50	583	90,636	282	5,222	102,898	50,144 00
Wednesday, 9.....	2,041	10,676	10,545	446	2,602	11	10,689	101	37,113	2,170	100,642	242	5,297	108,430	145,535	52,878 50	1,469	107,739	252	5,334	107,248	52,240 50
Thursday, 10.....	2,085	11,399	11,775	516	2,716	10	11,009	444	40,924	2,166	107,816	310	5,927	116,119	157,043	56,602 75	1,489	107,865	310	5,927	115,491	56,288 75
Friday, 11.....	1,670	11,321	12,166	376	2,747	10	10,742	106	39,138	1,728	86,929	205	4,957	98,019	132,167	45,470 25	1,057	87,013	205	4,939	92,414	45,173 25
Saturday, 12.....	1,854	11,920	12,440	522	2,894	7	12,253	945	42,874	3,510	140,363	370	7,728	151,971	194,845	74,063 50	905	140,306	370	7,728	149,307	72,722 00
Sunday, 13.....	678	4,986	6,461	65	1,019	5,647	92	18,873	390	17,223	4,158	16,304	37,183	8,963 25	17,201	788	17,969	8,797 50
Monday, 14.....	1,791	11,023	12,009	392	2,646	14	10,517	97	38,719	2,010	98,103	232	5,126	105,471	144,190	51,464 00	2,403	98,164	232	5,118	105,917	51,679 00
Tuesday, 15.....	1,971	11,236	12,374	435	2,620	16	11,136	402	40,170	2,006	114,435	235	5,126	123,530	163,700	60,137 50	1,027	114,141	239	5,638	122,035	59,385 00
Wednesday, 16.....	1,992	10,738	11,958	398	2,517	12	10,900	100	37,775	1,578	105,754	203	4,883	112,308	150,143	54,975 75	1,389	105,781	203	4,854	111,237	54,405 00
Thursday, 17.....	2,061	11,254	12,256	397	2,780	9	11,531	172	40,460	1,507	131,364	392	4,741	141,394	181,864	68,829 25	1,300	131,451	392	4,749	140,592	68,435 75
Friday, 18.....	2,101	11,196	12,163	400	2,700	9	10,692	192	39,263	1,520	115,094	313	4,696	123,425	162,721	60,190 00	1,334	115,292	313	4,699	123,043	59,996 75
Saturday, 19.....	2,741	11,959	12,560	638	2,745	21	11,856	207	44,575	3,369	156,031	393	9,038	168,361	213,436	82,171 00	855	156,173	393	9,169	166,590	81,002 75
Sunday, 20.....	1,471	5,061	6,681	72	745	2	6,050	15	19,835	823	20,234	4,065	16,181	34,816	7,894 25	20,226	988	21,214	10,360 00
Monday, 21.....	2,483	10,881	12,271	444	2,741	10	10,752	157	39,739	1,478	121,684	324	6,707	130,333	170,132	63,519 25	560	121,677	324	6,692	129,453	63,063 50
Tuesday, 22.....	2,740	11,041	12,139	556	2,780	14	10,781	174	40,294	1,614	144,033	301	8,077	146,325	194,559	75,143 25	732	144,110	301	7,970	138,203	74,609 50
Wednesday, 23.....	3,140	10,986	12,532	451	2,921	11	12,143	210	42,304	1,614	139,791	344	7,833	146,000	192,003	72,846 25	596	139,843	344	7,832	145,615	72,349 50
Thursday, 24.....	3,282	11,617	12,709	809	3,517	37	12,618	381	44,970	2,653	139,318	978	14,962	163,951	208,921	81,683 75	1,691	163,951	978	14,727	172,602	81,619 25
Friday, 25.....	3,011	11,036	12,427	808	2,855	19	10,600	135	40,471	1,632	130,863	248	7,011	139,754	180,225	68,124 25	869	130,914	248	7,231	139,262	67,829 25
Saturday, 26.....	3,386	11,636	12,748	589	2,998	18	12,331	197	43,903	2,557	156,793	345	9,949	168,600	211,432	81,683 75	704	156,850	345	9,210	166,109	80,762 00
Sunday, 27.....	1,691	4,776	6,493	85	359	5,532	97	18,703	945	19,465	4,065	16,181	34,816	7,894 25	19,468	1,008	20,556	10,762 00
Monday, 28.....	2,833	10,476	12,373	356	2,997	17	9,509	88	38,649	1,927	86,655	236	7,254	129,655	168,304	63,014 00	1,217	86,655	236	7,300	130,411	62,890 50
Tuesday, 29.....	3,107	10,990	12,877	488	3,492	15	12,215	70	42,944	1,927	86,655	284	7,707	137,863	180,107	66,504 75	1,251	137,863	284	7,798	138,523	66,329 50
Wednesday, 30.....	3,209	11,232	12,946	501	3,037	19	11,564	93	42,097	1,927	86,655	434	10,271	155,396	197,488	71,130 25	1,446	155,396	434	9,864	154,966	71,491 50
Thursday, 31.....	2,537	10,801	12,968	580	3,134	19	11,584	65	41,618	1,927	86,655	468	9,968	146,291	189,909	71,575 50	1,468	146,291	468	9,934	147,540	71,386 50

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WORLD'S COLUMBIAN EXPOSITION—DEPARTMENT OF ADMISSIONS.

Table showing total number of each class of admissions, receipts, and number of tickets of each class sold up to any day during the Exposition.

SEPTEMBER, 1893. DATE.	FREE ADMISSIONS.										CASH ADMISSIONS.					TICKET SALES.						
	Complimen- tary Cards.	Full Term Photo Passes.	Monthly Pho- to Passes.	Special Press Passes.	Workmen's Passes.	Trip Passes.	Return Checks.	Bureau of Music Passes.	Total	General Admission Tickets.	Daily Admission Tickets.	Railroad Cou- pons.	Children's Tickets.	Total	Grand Total.	Receipts.	General Admission Tickets.	Daily Admission Tickets.	Railroad Coupons (Collected).	Children's Tickets.	Total.	Receipts.
Friday, 1.....	2,452	10,513	11,681	493	3,608	15	11,009	83	39,854	118,598	292	7,918	126,778	166,632	\$61,409 50	110,907	7,966	127,525	\$61,711 00
Saturday, 2.....	2,686	11,234	12,643	502	2,819	20	11,807	924	41,844	137,915	381	10,264	148,560	190,404	71,714 00	140,684	10,233	151,398	73,115 75
Sunday, 3.....	1,800	4,988	6,717	78	822	20	5,522	20	19,617	137,522	24,373	1,155	160,362	280,567	12,686 25	1,155	25,439	13,021 75
Monday, 4.....	2,503	10,513	12,925	372	2,853	13	9,835	162	38,476	150,066	396	9,920	160,382	198,858	77,711 00	150,546	10,201	161,143	78,021 25
Tuesday, 5.....	3,486	10,810	12,998	425	2,776	20	2,084	1	42,590	138,904	281	144,706	187,296	70,966 75	5,486	141,206	69,231 50
Wednesday, 6.....	4,391	10,508	12,865	563	2,678	40	11,046	44	42,274	6	108,770	303	175,409	217,693	80,120 50	6,631	173,278	84,981 25
Thursday, 7.....	2,969	10,453	12,864	646	3,192	50	11,740	98	42,007	195,346	348	203,460	245,467	96,786 50	7,286	201,400	98,878 50
Friday, 8.....	2,394	10,566	13,059	646	3,213	20	13,031	87	43,016	174,285	326	180,746	223,702	88,836 75	6,308	179,172	87,994 00
Saturday, 9.....	2,274	11,251	13,083	1,011	3,193	23	13,607	1,154	45,596	219,139	542	11,841	231,522	277,118	12,800 75	13,241	229,502	111,485 00
Sunday, 10.....	521	4,386	6,127	180	1,377	1	4,887	16	17,495	34,733	1,305	36,038	53,533	17,217 50	1,362	35,116	17,217 50
Monday, 11.....	1,580	10,536	14,011	664	3,221	10	12,709	73	42,804	154,485	325	160,128	202,932	78,734 50	5,474	159,442	78,352 50
Tuesday, 12.....	1,551	10,440	12,837	492	2,598	25	11,474	457	39,823	161,206	330	167,108	206,931	82,161 00	5,582	164,003	80,651 00
Wednesday, 13.....	1,420	9,946	13,369	302	2,396	22	12,507	65	40,236	156,926	270	162,251	202,527	79,571 75	5,240	161,072	79,226 00
Thursday, 14.....	2,030	10,804	13,303	315	2,396	20	12,465	676	42,018	180,820	429	186,700	238,718	96,738 50	6,489	194,555	95,655 25
Friday, 15.....	1,922	10,113	13,228	229	2,613	14	12,485	73	40,677	152,240	238	157,737	198,414	77,535 25	5,184	156,704	77,086 00
Saturday, 16.....	1,824	11,033	13,967	317	2,535	16	13,195	1,374	44,341	189,592	439	202,876	246,717	98,101 75	12,896	199,785	96,793 50
Sunday, 17.....	692	4,878	7,512	63	733	2	6,479	66	20,355	39,774	1,471	41,245	61,600	20,254 75	1,667	40,658	19,912 25
Monday, 18.....	1,462	9,769	13,226	178	2,293	9	12,104	99	40,042	147,786	350	152,566	192,638	75,180 50	5,560	151,771	74,745 50
Tuesday, 19.....	1,737	10,376	13,236	202	1,421	25	11,953	115	40,727	169,101	376	174,905	215,632	86,066 50	5,354	173,364	85,343 50
Wednesday, 20.....	1,467	10,474	13,855	159	1,905	15	12,394	99	39,673	174,766	397	180,587	220,360	88,837 50	5,476	179,878	88,570 00
Thursday, 21.....	1,315	11,466	13,747	201	1,667	20	12,056	130	40,117	192,726	400	199,174	239,291	96,075 00	6,230	197,802	97,343 50
Friday, 22.....	1,841	11,855	13,785	167	1,908	22	12,912	104	41,364	165,226	342	170,569	211,943	84,031 75	5,102	169,450	83,449 50
Saturday, 23.....	1,611	12,266	13,582	292	1,903	16	11,913	364	41,287	189,542	407	202,511	256,800	104,662 75	12,796	213,913	103,772 50
Sunday, 24.....	595	5,042	7,253	42	824	9	8,075	9	21,375	35,336	17	36,415	57,760	17,942 00	1,076	36,117	17,789 50
Monday, 25.....	1,398	11,259	13,513	155	1,000	18	12,805	107	40,255	175,082	387	180,967	221,232	86,109 00	5,530	180,082	88,658 50
Tuesday, 26.....	2,065	12,186	13,409	183	1,117	27	13,914	253	43,150	188,668	422	195,210	238,360	96,075 00	6,138	194,403	95,669 50
Wednesday, 27.....	1,723	12,329	13,261	176	1,130	15	13,032	201	41,866	189,542	427	195,210	238,360	96,075 00	6,453	195,516	96,144 75
Thursday, 28.....	1,662	12,289	13,034	163	1,073	18	12,769	598	41,546	169,751	459	175,981	217,477	86,535 25	5,964	175,311	86,164 50
Friday, 29.....	1,427	11,883	12,858	111	961	18	11,701	80	39,039	146,426	350	151,513	190,532	74,572 25	4,949	151,065	74,295 25
Saturday, 30.....	1,298	10,805	11,791	72	723	15	10,721	163	35,387	108,969	608	116,822	144,409	53,354 75	4,241	106,795	52,337 25

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WORLD'S COLUMBIAN EXPOSITION—DEPARTMENT OF ADMISSIONS.

Table showing total number of each class of admissions, receipts, and number of tickets of each class sold up to any day during the Exposition.

DATE.	FREE ADMISSIONS.							CASH ADMISSIONS.							TICKET SALES.							
	Complimen- tary Cards.	Full Term Photo Passes.	Monthly Pho- to Passes.	Special Press Passes.	Workmen's Passes.	Trip Passes.	Return Checks.	Bureau of Music Passes.	Total.	General Admission Tickets.	Daily Admission Tickets.	Railroad Cou- pons.	Children's Tickets.	Total.	Grand Total.	Receipts.	General Admission Tickets.	Daily Admission Tickets.	Railroad Coupons (Collected).	Children's Tickets.	Total.	Receipts.
OCTOBER, 1893.																						
Sunday, 1	553	5,775	5,684	49	237	8	9,148	19	18,805	641,632	46,636	19	1,880	48,535	67,340	\$23,737 50	651,982	46,230	19	1,876	48,125	\$23,563 50
Monday, 2	1,229	12,307	11,727	109	897	10	12,191	72	38,629	296,225	123,670	871	4,155	128,196	166,825	63,069 25	371	123,282	371	4,273	127,876	62,889 25
Tuesday, 3	1,418	12,845	11,778	144	1,027	25	11,557	77	38,764	296,225	123,670	871	4,155	128,196	168,897	71,371 50	462	139,190	462	4,815	144,005	71,029 75
Wednesday, 4	1,700	13,496	12,174	104	1,027	25	12,734	106	41,406	296,225	123,670	871	4,155	128,196	216,581	86,069 75	538	173,175	538	5,944	179,246	85,565 25
Thursday, 5	1,738	13,723	12,151	107	1,127	26	12,958	168	41,998	296,225	123,670	871	4,155	128,196	225,452	88,168 75	527	173,168	527	6,151	179,362	88,365 25
Friday, 6	1,471	12,526	11,626	72	1,060	17	11,972	54	38,108	296,225	123,670	871	4,155	128,196	181,777	70,562 75	389	137,857	389	4,435	142,691	70,236 75
Saturday, 7	1,584	12,566	13,581	82	1,192	42	11,913	300	40,960	296,225	123,670	871	4,155	128,196	232,382	106,065 75	541	207,954	541	12,775	217,770	107,441 25
Sunday, 8	890	8,124	7,104	78	434	11	8,021	89	31,841	641,632	46,636	19	1,880	48,535	121,891	35,055 75	3	83,937	3	3,719	87,686	34,913 25
* Monday, 9	1,276	13,691	12,341	272	1,250	391	12,888	952	45,061	296,225	123,670	871	4,155	128,196	317,942	101,153 75	141	235,872	141	31,811	276,055	101,076 75
Tuesday, 10	705	12,266	13,581	154	1,452	33	11,913	92	40,197	296,225	123,670	871	4,155	128,196	349,491	149,717 80	746	253,877	746	12,564	306,678	149,568 40
Wednesday, 11	876	12,266	13,581	164	1,593	75	11,913	132	40,600	296,225	123,670	871	4,155	128,196	369,277	149,520 50	759	264,877	759	13,034	308,670	149,121 40
Thursday, 12	1,020	12,266	13,581	176	1,111	79	11,913	132	40,600	296,225	123,670	871	4,155	128,196	375,217	152,943 70	804	264,984	804	12,374	277,962	153,471 60
Friday, 13	1,014	12,266	13,581	120	1,406	43	11,913	57	40,400	296,225	123,670	871	4,155	128,196	325,743	134,243 90	860	267,904	860	13,176	281,362	135,410 60
Saturday, 14	1,115	12,267	13,583	141	1,332	19	11,913	111	40,481	296,225	123,670	871	4,155	128,196	341,372	95,007 90	549	186,098	549	22,169	208,816	95,540 40
Sunday, 15	970	8,079	7,224	62	468	14	7,527	78	24,422	296,225	123,670	871	4,155	128,196	106,689	38,869 20	7	76,216	7	6,158	82,404	38,738 80
Monday, 16	1,081	12,267	13,583	130	1,441	23	11,913	149	40,587	296,225	123,670	871	4,155	128,196	335,387	101,939 50	721	194,835	721	38,201	233,757	101,508 10
Tuesday, 17	1,307	12,265	13,575	169	1,373	31	11,925	166	40,811	296,225	123,670	871	4,155	128,196	385,264	114,193 90	644	237,444	644	59,555	277,643	114,990 50
Wednesday, 18	1,085	12,265	13,575	147	1,341	23	11,925	199	40,560	296,225	123,670	871	4,155	128,196	385,018	123,286 20	694	234,677	694	62,027	296,989	124,148 20
Thursday, 19	1,030	12,265	13,575	183	1,230	35	11,925	711	40,954	296,225	123,670	871	4,155	128,196	386,951	135,900 90	706	238,987	706	66,017	305,889	126,537 70
Friday, 20	612	12,210	13,560	130	1,416	12	11,948	134	40,022	296,225	123,670	871	4,155	128,196	338,754	103,977 20	728	196,568	728	59,356	206,820	104,567 60
Saturday, 21	640	12,210	13,560	195	2,045	39	11,948	246	40,883	296,225	123,670	871	4,155	128,196	359,511	123,949 20	248,367	248,367	41,465	250,690	124,604 60	
Sunday, 22	698	8,079	7,224	105	508	5	7,527	175	24,261	296,225	123,670	871	4,155	128,196	162,272	63,036 30	3	122,375	3	12,640	135,015	62,651 50
Monday, 23	998	12,210	13,560	127	1,440	33	11,948	137	40,443	296,225	123,670	871	4,155	128,196	373,496	101,163 70	632	219,676	632	12,853	233,191	101,454 30
Tuesday, 24	1,308	12,210	13,560	205	1,120	33	11,948	480	40,864	296,225	123,670	871	4,155	128,196	390,121	116,388 90	694	239,478	694	12,469	243,881	116,952 90
Wednesday, 25	1,208	12,150	13,510	184	1,468	37	11,920	169	40,736	296,225	123,670	871	4,155	128,196	390,121	116,388 90	707	239,478	707	13,080	253,362	121,449 90
Thursday, 26	1,129	12,150	13,510	150	1,311	32	11,920	118	40,320	296,225	123,670	871	4,155	128,196	334,817	93,667 70	704	184,808	704	9,839	194,064	93,496 40
Friday, 27	1,529	12,150	13,510	185	1,311	37	11,920	260	40,902	296,225	123,670	871	4,155	128,196	395,665	121,065 70	865	234,949	865	15,122	250,396	119,119 20
Saturday, 28	1,538	12,150	13,510	199	1,442	47	11,920	1,897	42,663	296,225	123,670	871	4,155	128,196	294,315	114,698 40	752	185,238	752	24,534	243,524	114,948 40
Sunday, 29	982	8,079	7,224	156	736	52	7,527	476	25,202	296,225	123,670	871	4,155	128,196	178,440	71,361 80	3	135,740	3	11,082	146,822	68,978 20
Monday, 30	1,403	12,150	13,510	257	1,408	57	11,920	889	41,594	296,225	123,670	871	4,155	128,196	252,696	96,715 40	480	198,583	480	15,483	204,546	96,079 80

* Chicago Day. † Sale of children's tickets at 10 cents each began October 10, 1893. ‡ Manhattan Day.

* Chicago Day. † Sale of children's tickets at 10 cents each began October 10, 1893. ‡ Manhattan Day.

REPORT OF ADMISSIONS BY WEEKS, FROM MAY 1ST TO OCTOBER 30TH, INCLUSIVE.

WEEK ENDING	FREE ADMISSIONS.										CASH ADMISSIONS.							Grand Total	Receipts.
	Complimentary Cards.	Full Term Photo Passes.	Monthly Photo Passes.	Special Press Passes.	Workmen's Passes.	Trip Passes.	Return Checks.	Bureau of Music Passes.	Total.	General Admission Tickets.	Daily Admission Tickets.	Railroad Coupons.	Children's Tickets.	Total.					
Sunday, May 7	2,579	28,757	8,105	7	1	1,132	13,192	1,138	55,911	30,626	170,694	805	-----	202,125	288,036	\$ 101,082 50			
" " 14	2,308	44,698	13,767	246	-----	39	25,325	80	86,383	27,301	106,690	240	-----	134,231	220,614	67,115 50			
" " 21	2,644	58,688	19,916	4,321	88	62	35,878	3,886	121,677	42,309	149,556	310	-----	192,184	313,861	96,062 00			
" " 28	2,785	72,348	22,906	6,495	256	52	41,957	3,886	150,685	54,772	256,691	523	12,300	324,389	474,974	159,069 50			
June 4	3,015	77,194	24,791	3,972	1,063	38	45,306	1,924	157,123	29,227	350,271	720	19,639	390,857	556,980	195,018 75			
" " 11	3,619	84,809	38,900	3,272	1,354	49	56,883	2,389	191,285	37,554	485,542	1,273	23,913	548,282	739,557	298,162 75			
" " 18	5,016	87,869	50,003	3,942	3,002	34	61,802	3,020	214,678	44,961	638,217	2,029	35,009	720,816	935,504	351,505 75			
" " 25	11,193	87,767	58,575	3,360	4,277	32	62,532	2,185	259,921	35,576	636,385	1,907	36,296	710,164	940,085	346,008 00			
July 2	6,915	87,350	60,576	3,237	22,027	39	64,427	4,290	248,861	24,565	585,124	1,774	36,537	647,990	896,851	314,860 75			
" " 9	6,514	86,062	64,035	3,005	49,314	99	72,953	4,902	286,884	25,765	723,364	3,882	41,455	794,466	1,091,350	386,869 25			
" " 16	11,240	82,471	73,917	2,537	33,610	92	73,184	3,607	280,658	20,175	538,981	1,963	30,205	591,324	871,982	288,110 75			
" " 23	8,915	78,212	71,809	2,537	27,665	108	71,390	3,151	263,090	18,894	545,022	2,201	30,366	596,423	859,513	290,620 00			
" " 30	10,477	80,748	75,735	2,864	25,963	74	72,358	2,540	270,759	13,344	510,156	1,918	26,706	652,124	892,883	269,385 50			
August 6	10,215	78,300	73,894	2,780	21,081	56	73,434	2,019	261,779	12,843	488,383	1,666	27,098	530,928	792,707	258,705 00			
" " 13	12,114	72,850	76,085	2,689	18,800	59	73,137	1,895	268,219	13,506	633,398	1,715	33,512	682,351	940,440	324,732 50			
" " 20	14,288	72,887	80,001	2,607	16,391	83	72,142	2,988	269,774	13,903	936,187	1,867	40,005	796,500	1,057,327	388,248 75			
" " 27	19,733	71,973	81,319	3,322	17,480	110	74,557	1,280	269,774	13,903	936,187	2,630	54,930	1,006,777	1,276,551	489,656 00			
September 3	18,324	70,174	82,135	2,998	19,109	130	73,710	1,343	269,774	790,698	931,217	2,196	48,778	1,132,263	1,403,717	553,937 00			
" " 10	29,468	68,477	88,247	3,843	19,482	176	66,230	1,557	271,454	150,072	931,217	2,196	48,778	1,132,263	1,403,717	553,937 00			
" " 17	11,027	67,759	88,247	2,336	16,688	109	81,314	2,784	271,454	150,072	931,217	2,196	48,778	1,132,263	1,403,717	553,937 00			
" " 24	10,066	72,268	89,295	1,181	16,688	117	80,007	1,838	264,605	-----	1,044,058	2,379	41,496	1,087,585	1,397,859	534,418 50			
October 1	10,130	76,526	83,850	909	6,240	115	81,090	1,452	264,605	-----	1,087,452	2,379	41,496	1,087,585	1,397,859	534,418 50			
" " 8	6,977	85,101	87,472	1,089	8,612	143	80,746	866	264,796	-----	1,020,094	2,672	40,038	1,129,869	1,544,925	590,947 00			
" " 15	6,393	81,561	88,452	1,059	9,354	2,054	79,980	1,899	271,784	-----	1,037,961	2,858	42,150	1,082,969	1,317,665	520,041 75			
" " 22	10,185	81,561	88,452	1,059	9,354	2,054	79,980	1,780	268,078	641,652	1,457,040	4,428	97,734	2,109,179	2,380,969	1,020,466 75			
" " 29	93,249	93,249	101,894	1,463	10,236	298	91,023	4,376	312,734	1,215,207	449,472	4,067	122,385	1,791,821	2,054,938	1,020,466 75			
Total complimentary	244,988	-----	-----	-----	-----	-----	-----	-----	6,059,380	3,256,000	16,912,596	55,991	1,255,554	21,480,141	27,539,521	\$ 10,393,389 20			
Full Term Photo Passes	1,950,885	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
Monthly Photo Passes	1,679,931	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
Special Press Passes	66,060	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
Workmen's Passes	347,811	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
Trip Passes	7,068	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
Return Checks	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
Bureau of Music Passes	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
of Free Admissions	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
General Admission Tickets	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
Daily Admission Tickets	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
Railroad Coupons	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
Children's Tickets	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
of Cash Admissions	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
Grand Total	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			
Receipts	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----			

* Monday, October 30th, is included in this total.

MONTHLY REPORT OF TOTAL FREE AND CASH ADMISSIONS,
WITH DAILY AVERAGES.

	Free.	Cash.	Total.
Total Admissions for May.....	481,947	1,050,037	1,531,984
Daily average Free Admissions (31 days).....	15,547		
Daily average Cash Admissions (28 days).....	37,501		
Total Admissions for June.....	902,721	2,675,113	3,577,834
Daily average Free Admissions (30 days).....	30,090		
Daily average Cash Admissions (30 days).....	89,170		
Total Admissions for July.....	1,217,239	2,760,263	3,977,502
Daily average Free Admissions (31 days).....	39,266		
Daily average Cash Admissions (30 days).....	92,009		
Total Admissions for August.....	1,172,215	3,515,493	4,687,708
Daily average Free Admissions (31 days).....	37,813		
Daily average Cash Admissions (31 days).....	113,403		
Total Admissions for September.....	1,149,071	4,659,871	5,808,942
Daily average Free Admissions (30 days).....	38,302		
Daily average Cash Admissions (30 days).....	155,329		
Total Admissions for October.....	1,136,187	6,819,364	7,955,551
Daily average Free Admissions (30 days).....	37,873		
Daily average Cash Admissions (30 days).....	227,312		
Total Free and Cash Admissions from May 1st to Oct. 30th.....	6,059,380	21,480,141	27,539,521
Average Daily Free Admissions from May 1st to October 30th (inclusive), 183 days,	33,111		
Average Daily Cash Admissions from May 1st to October 30th (see foot note), 179 days,	120,001		

On the following Sundays, May 7th, 14th, 21st, and July 23d, only passholders were admitted to the grounds.

MONTHLY REPORT OF FREE ADMISSIONS, WITH DAILY AVERAGES.

Total Free Admissions for May.....	481,947
Daily average for May (31 days).....	15,547
Total Free Admissions for June.....	902,721
Daily average for June (30 days).....	30,090
Total Free Admissions for July.....	1,217,239
Daily average for July (31 days).....	39,266
Total Free Admissions for August.....	1,172,215
Daily average for August (31 days).....	37,813
Total Free Admissions for September.....	1,149,071
Daily average for September (30 days).....	38,302
Total Free Admissions for October.....	1,136,187
Daily average for October (30 days).....	37,873
Total Free Admissions from May 1st to October 30th (inclusive).....	6,059,380
Average Daily Free Admissions from May 1st to October 30th (inclusive), 183 days.....	33,111

APPENDIX "E."

WORLD'S COLUMBIAN EXPOSITION.

DEPARTMENT OF COLLECTIONS.

APRIL 14, 1894.

To HARLOW N. HIGINBOTHAM,
President World's Columbian Exposition.

SIR :

I have the honor and the pleasure of transmitting this report of the business of the department which you and the other members of the Bureau of Admissions and Collections did me the high honor of considering me competent to organize and to conduct, thus completing my labors in behalf of the great Columbian Exposition of 1892-3.

It is with feelings of much relief, but still greater regret, that I thus take leave of what I realize will always remain my greatest work.

I have to thank you and the other gentlemen composing the Bureau of Admissions and Collections for the honor conferred upon me and for the confidence you and they reposed in my integrity and methods, up to the time of the dissolution of the bureau; and I have still more to express my gratitude to you for your unwavering support of the department throughout the trying six months of the Exposition. Without that support the department could not have accomplished its work, and without your constant advice and aid the results attained would have been impossible.

I appreciate the unvarying patience and consideration with which you always listened to and advised me concerning many matters which to you must have seemed unimportant, in the light of the infinitely greater affairs you were daily called upon to consider, and I appreciate the strength, wisdom, and firmness, always tempered by justice and by a

sense of consideration for the other side, with which you advised and supported my department in the many other very important matters which it was necessary to bring to your notice.

GENERAL REPORT.

The Bureau of Admissions and Collections appointed the superintendent of this department during the early part of February, 1893. The superintendent reported for duty at headquarters of the Exposition on February 7, 1893, upon which date the organization of the department began.

W. E. Cash was appointed assistant superintendent and reported for duty March 10, 1893.

There was no change of superintendent or assistant superintendent during the existence of the department.

The work of the department practically ceased when the superintendency was vacated, which was December 31, 1893. After that time but one man remained representing the department; he was checking up and verifying figures between this department and that of the auditor. This work was finished, and the work of the department, with the exception of the drawing up of this report, finally completed March 1, 1894, at which time all expense ceased and the department was at an end.

This was the last department organized, and the time to prepare was very short; it was but eighty-two days to the opening of the Exposition. The superintendent had absolutely no knowledge of the business to be transacted, beyond his familiarity with the application of such general principles as would apply to all business. He was not familiar with the contracts nor with the business methods of the Exposition itself. Fortunately, through his intimate personal acquaintance with the president of the National Commission, and with one member of the Council of Administration, which controlled and directed the administration of the Exposition, he was well acquainted with the principles governing the organization of the Exposition, including a thorough knowledge of the duties and capacities of the National Commission and of the directory of the Illinois corporation known as the World's Columbian Exposition,

which two bodies constituted the dual government of the Exposition. This knowledge enabled him to avoid many errors which might have been disastrous, and also enabled him to reach any result desired by the shortest possible route by taking the matter at once to the department which could properly deal with it, give him the information required, or take the action necessary; it also enabled him to avoid trenching upon the prerogative of other officials, thereby exciting an unconscious opposition which would have interfered with the work of the department.

Nevertheless, the time was all too short, and the superintendent of this department should have been appointed at least six months before the opening of the Exposition.

SCOPE AND DUTIES OF THE DEPARTMENT.

It was contemplated that this department should have charge of all sources of revenue of the Exposition outside of gate receipts and proceeds of the sale of souvenir coins, but later the collection of charges for electric light, power, etc., were left in the hands of the respective departments supplying the same.

The most important work of the department was the dealing with concessionaires, the regulating of their business, establishing methods of receiving and accounting for gross receipts, and collecting from them the percentages due the Exposition.

The minor matters entrusted to the care of the department were the revenue accruing from the music halls belonging to the Exposition, the collection of charges for removing garbage, collection of wharfage charges for landing at the piers, care of the safety deposit vaults, the collection of receipts from passengers on the traveling cranes in Machinery Hall, the collection of receipts from the sale of dairy products in the Dairy Exhibit, and a number of minor receipts, the aggregate of which was unimportant.

The labor of organization was a great one, and there were few or no precedents of value in determining methods to be pursued. The classes of business represented by the concessions granted were of almost every conceivable variety, and the systems to be used must be such that they

could be applied readily to many varieties of business. They must not be expensive, requiring a large number of employes either for concessionaires or for the department; they must not be cumbersome, thus rendering quick and efficient service to the large number of patrons expected impossible. Yet they must be such as to protect the Exposition as far as it was possible to do so, both as to concessionaires and as to the employes of the department.

GENERAL PRINCIPLES.

The great general principles to be applied were these:

Applicability to many classes of business, dispatch, economy, safety, absolute control for the purpose of ascertaining the amount of concession receipts. Good will of concessionaires as far as possible to secure it without sacrificing the interests of the Exposition.

The foundation of the principal business of the department consisted of the contracts between the Exposition and a large number of parties (who are termed in this report concessionaires), granting to them privileges to do certain kinds of business. In all cases the consideration to the Exposition was a certain percentage of the gross receipts, which percentage varied from $2\frac{1}{2}$ to 70.

The superintendent began, single handed and alone, the study of the contracts. Abstracts were made by dictation to a stenographer, which process of abstracting involved a thorough and careful reading of each contract. When this work had progressed a few days, the concessionaires were invited to consult with the superintendent concerning a means of securing an accounting and determining the amount of the gross receipts which would be cheap and expeditious to the concessionaire, and protective to the interests of both parties; for the view taken was that the department was to aid the concessionaires in every possible way, as well as to collect the revenue of the Exposition. The contracts almost invariably reserved dictatorial powers to the Exposition as to the methods of receiving and accounting for the gross receipts. This fact being understood by the concessionaires, it was possible in most cases, by the use of some tact and diplomacy, to exercise the authority reserved to the Expositi-

tion and still satisfy the concessionaire that he was being fairly treated, and that the methods prescribed and adopted by the department were as good as the circumstances would allow. While this was not universally true, it was true in 95 per cent of those cases where the concessionaire desired to deal honestly with the Exposition, but, of course, could not be expected to be satisfactory to the few whose intentions were otherwise. In the end the department prescribed the methods.

After some weeks' careful study of the contracts, long and exhaustive discussions with the concessionaires, and consultation with the Bureau of Admissions and Collections, under whose authority the department acted, gradually it became clear to the mind of the superintendent that the various contracts could largely be classified so that the perfection of a comparatively few systems, and their proper application, would cover nearly every class of business to be dealt with. These systems may be briefly classified and described as follows :

1. **TICKET SYSTEM.**—This system would apply to the sale of a fixed article at a fixed price, or to the sale of not more than two fixed articles at two fixed prices. Thus were covered admissions to entertainments, transportation of passengers, and the sale of goods at those stations where articles were at one or two fixed prices, such as peanuts, popcorn, lemonade, all soft drinks, etc.

2. **TICKET SYSTEM MODIFIED FOR APPLICATION TO RESTAURANTS.**—This was used, as implied above, in restaurants, cafés, etc., but was soon found to be unsatisfactory, except in a few cases, and was therefore dropped by substituting the third system.

3. **RESTAURANT SYSTEM.**—This was used in restaurants after abolishing the modified ticket system.

4. **CASH REGISTERS.**—These were used at stations where miscellaneous sales were made which might run in odd amounts, and where the business was large enough to warrant the expense of one person to act as cashier.

5. **DUPLEX SYSTEM.**—This was used in the same class of stations as No. 4, but where the sales were too small to warrant the expense of a cash register and cashier.

6. **WAREHOUSE SYSTEM.**—This system, with its modifications, applied to those classes of business where goods could be received into a warehouse and easily checked out, such as catalogues, silver spoons, where all were received from one factory; guides, etc.; and where these articles were sold separately from any others.

7. **ACCOUNTING FROM THE BOOKS OF THE CONCESSIONAIRES.**—This system applied to cases which were difficult to reach by a fixed system, such as advertising privileges; Crane Company, machinists' supplies; Hyde Park Gas Company.

In addition to all systems, cash statements were made daily at each station as to the actual cash receipts, which were signed by the concessionaire or his agent in charge of the station; inspection of the books of concessionaires was also resorted to, in all cases where it was considered desirable, in addition to the systems established.

Full details of the application and working of the systems will be found under the head of "Explanation of Systems," below.

Very careful and long consideration was given to the question of the department engaging the greater portion of the cashiers who should actually receive the money from the customers, but it was decided that as the Exposition would then be responsible to the concessionaires for all shortages on the part of the cashiers, and that as there was no reason why employes of the department should be more honest than other employes, that the risk was greater than the benefit, and that it would be more profitable to rigidly enforce the application of the systems, and to keep as close watch as possible, dealing immediately and severely with all offenders.

EXPLANATION OF SYSTEMS.

Below will be found full details of each system as established and operated by the department:

I. TICKETS.

The principle governing this system was that the Exposition should originate all tickets. The first order given by

the department for tickets was for 33,000,000, and upward of 60,000,000 were used during the Exposition. The tickets were printed in denominations of 5, 10, 15, 25, and 50 cents, \$1 and \$2. These denominations covered each of the various rates of admission to all entertainments, and also enabled waiters in restaurants to make correct change. The tickets were printed in eight colors, in any number of series desired; each series was of a distinctive pattern, which might easily be recognized from a short distance, so that inspectors, secret service and other employes of the department could see whether the right ticket was being used at any particular station. Thus, with eight colors and nine series, seventy-two distinctive patterns of tickets of each denomination, each easily recognizable, were produced.

The various denominations increased the distinctive number of tickets also, so as to reduce the possibility of a ticket being purchased at one concession and used at any other to a minimum. For instance, there were not seventy-two places on the ground where the same admission charge prevailed; and in addition, many large concessions ordered distinctive tickets of their own, through the department.

The tickets were consecutively numbered in each series and color from one to as high a number as seemed desirable, the highest being 999,999. One style of package was a compact roll containing 1,000, 2,000, or 5,000 tickets, consecutively numbered. This package was found to be undesirable, for the reason that mistakes in numbering could not be detected until they were discovered in the actual use of the ticket, which greatly impaired the reliability of the audit, because occasionally the numbering machine getting out of order, would slip and misnumber the tickets.

The style of package which was found to be more desirable contained the tickets printed in strips of ten, in an oblong package, blocked at one end. These tickets could be run through when received from the printer, like the pages of a book, and errors in numbering at once detected.

These packages usually contained 500 tickets, which was found to be the most convenient size for handling. The cost of the tickets ranged from 16 to 27 cents per thousand.

Circular No. 1, which is given below and which was care-

fully prepared for distribution to concessionaires, explains very carefully the practical working of the system:

WORLD'S COLUMBIAN EXPOSITION.
BUREAU OF ADMISSIONS AND COLLECTIONS.

CIRCULAR NO. I.

Instructions and regulations for concessionaires and their employes, in whose business the ticket system will be used.

This system will apply at—

1. Stations where one or more articles are sold, all at the same fixed price.
2. Stations where articles are sold at not more than two fixed prices.
3. Stations where admission or reserved seat charge is made.
4. Stations where meals are served at one fixed price, and where other refreshments are not served in the same room.
5. Some other stations, concerning which information will be given at headquarters of this department.

TERMS USED.

Station—A booth where any money is received.

Division—A part of the grounds under supervision of a division superintendent.

TICKETS.

1. All tickets will be printed by this department, and will be supplied to concessionaires at cost.
2. Tickets will be supplied by this department to concessionaires according to the needs of their business, and will be delivered to concessionaires, or directly to the cashiers at stations, as this department may from time to time direct.
3. Receipts for tickets will be made in triplicate, each signed by the person delivering and person receiving tickets—one copy to be given the concessionaire, one to this department, one to be retained by the cashier or other person receiving the tickets. When this department calls in unused tickets, similar triplicate receipts will be signed and disposed of as above.
4. Tickets will be printed in such forms and colors as this department shall decide, and the tickets in use at any station will be changed at any time this department may order.
5. Tickets will be consecutively numbered and must be strictly accounted for.
6. Tickets will only be good at the time and station purchased, and are not good at other stations.
7. Tickets of any kind shall not be sold outside the grounds to be used within the grounds.

8. Used tickets will be destroyed by this department. Concessionaires may first, within a time designated by this department, count any or all tickets pertaining to his concession in a locked cage at department headquarters. If concessionaires desire to count tickets in any box or boxes for any day, this department must be so informed by the hour of business closing of that day.

9. Tickets will so vary in distinctive forms, designs, colors, etc., as to enable any person to detect, in the ticket box or elsewhere, at once, a ticket not properly in use at any station at a certain time, and as tickets will be frequently changed by this department, tickets will not be counterfeited, as there will be no certainty that any style of ticket will be used for any length of time, or ever used again at any time.

10. Tickets given concessionaires or any cashier or other employe of concessionaire, shall be charged the concessionaire, and this department shall collect at night direct from cashier, or next morning from concessionaire, its percentage on all tickets unaccounted for by concessionaire or by his employes, together with cost of the tickets, and which are not shown by them to this department unbroken and in original consecutive order and condition.

11. As tickets of each form or series will be consecutively numbered, from one into, perhaps, millions, and as this department will not issue consignments consecutively, it can be determined at once, by the tickets in the boxes, whether counterfeit tickets are in use, as the numbers would not be within the proper range.

SALES CLERKS.

12. Salesmen shall under no circumstances take money from customers.

13. Salesmen shall not communicate with cashiers during business hours.

14. Salesmen shall sell goods for tickets only, and shall at once, on receiving ticket from a customer, drop it in the ticket box.

CASHIERS.

15. Cashiers will receive and receipt for tickets, consecutively numbered, and must each night account for either tickets or their value in cash.

16. If cashier is changed from one station to another, the unused tickets must not accompany the cashier, but will be used at the station to which they were issued until this department calls them in.

17. Cashier must be placed in a stand which has absolutely no communication with salesmen, and so constructed as to be seen into by all persons passing.

18. Cashier shall receive requisite amount of change each morning from concessionaire, which amount shall be always the same. The amount decided upon as necessary shall, before April 15th, be communicated to this department, and shall be uniform each morning and to each

cashier. Receipt for this change shall be made in triplicate, one for cashier, one for concessionaire, and one for this department.

Cashier shall count cash at night and shall take triplicate receipts for same from concessionaire, one of which shall be given this department, one shall be retained by cashier, and one shall go to concessionaire. This receipt shall state the opening and closing ticket numbers showing the day's business, and also amount received in morning as change.

In case this department desires to collect its percentage at night direct from the cashier, it will do so, giving triplicate receipts to be signed by this department and by the cashier, one to go to concessionaire, one to this department, and one to be retained by the cashier.

All receipts shall be signed by representative of concessionaire of this department and by cashier.

CASHIER'S STAND.

19. Cashier's stand shall be separate from and in front of counter when possible. It may be at one end, or in the center, or, in case of corner booths, may be at one corner of the booth. Entrance to cashier stand shall be from outside the counter, and must be so constructed as to admit of full observation at all moments inside of the same, by all persons passing the stand.

TICKET BOXES.

20. Ticket boxes will be supplied at cost by this department, of tin, and provided with locks, of which this department shall have all keys.

21. These boxes shall be so placed that all persons passing or buying can readily see whether each ticket is put in the box by the salesmen.

22. Boxes will be collected by this department at night and taken to department headquarters. Any concessionaire desiring to count tickets in any box may do so, in a locked cage provided at headquarters of this department, provided this department shall be notified before closing hour of that day.

TICKET SIGN.

23. This department will supply at cost, small, neat signs reading: "This ticket only is good this day," and also small signs which shall be facsimiles of the various tickets. The ticket in use at any time must correspond with the facsimile sign, which shall be hung over the cashier's window.

These facsimile signs shall belong to this department, and shall be changed as it shall direct, in harmony with change of tickets.

EMPLOYES.

24. Any employe who shall not fully comply with all instructions herein, or whom this department shall suspect, upon reasonable grounds, of endeavoring to falsify collections, or of entering into any collusion with a view to deceiving this department, will be immediately deprived

of his or her pass, and shall under no circumstances receive another during the Exposition period. Under the photographic system of passes adopted by the Bureau of Admissions and Collections, it will be impossible to obtain a new pass.

PAUL BLACKMAR,
Superintendent of Collections.

Concessionaires would make a written requisition stating the number of tickets desired, the denomination, and the station of the concession at which they were to be used. The department filled this requisition, delivering such series and color as it saw fit. The tickets so delivered, and those tickets only, could be properly used at that station, nor could they be used at any other station, either of that concession or any other. The tickets were receipted for by the concessionaire and charged to his account, the receipt and charge each stating the number of tickets, the opening and closing numbers, the denomination, series, and color.

If the department thought for any reason that any station was making improper use of the tickets, it would send to the station other tickets of a different color and distinctive series, taking up such as were left on hand of the tickets previously delivered, giving receipt for them and crediting them back to the account of the concessionaire.

Tickets as sold would be torn singly off the strip and the having of loose tickets in the possession of a ticket seller or ticket taker was sufficient cause for reprimand, and if the offense was repeated, for canceling the pass of the offender.

As soon as the ticket was used by the customer handing it to the sales clerk or to the doorkeeper of the entertainment, it was immediately dropped into a lock box of which the department had the only key.

This explanation, in connection with the circular given above, will give a clear understanding of the operation of this system.

2. TICKET SYSTEM MODIFIED FOR APPLICATION TO RESTAURANTS.

The same tickets were used as in System No. 1, and the method of distribution to restaurant concessionaires was the same.

The tickets were sold to the waiters by the concessionaire in amounts of usually \$10, and in denominations enabling the waiter to make change for all amounts. The waiter would take the order from a customer, and in bringing the same from the kitchen, would stop at the checker's stand—the checker was in the employ of the concessionaire, and was supposed to be thoroughly familiar with all prices on the bill of fare. He would look over the tray and announce the amount, so that it could be plainly heard both by the waiter and the ticket receiver, who was in the employ of the department, and who never was assigned more than two or three consecutive days to the same place, for the purpose, as far as possible, of avoiding collusion with the waiters and checkers. The ticket receiver sat within a few feet of the checker, and the waiter would pay the amount in tickets to the ticket receiver, who would immediately drop them into a locked box, provided for the purpose, as described in Circular No. 1, referred to in explanation of System No. 1.

The waiter passed on with the tray and collected the same amount in cash from the customer, which cash was the personal property of the waiter, as he had paid cash to the proprietor or manager for the tickets.

Defect in this System.

Theoretically, the system seemed good; practically it was a failure, with the exception of one or two very large concessions, which could afford a most thorough organization, for their own protection against their employes. The reason of the failure was the fact that the tickets being handled by a large number of irresponsible waiters, and by 150 ticket receivers, it was possible to pass the tickets in other restaurants than those to which they were issued, thus holding out a great temptation to employes, both of the department and of concessionaires. It was discovered that within a few days after the opening of the Exposition a combination was formed, with several restaurant managers at the head of it, between them, the waiters, and the ticket receivers, to defraud both the Exposition and the concessionaires. The process was this: The ticket receiver would "hold out" a large number of tickets, usually of the higher

denominations of 25 and 50 cents. These tickets were passed over to the managers in the combine, who paid the ticket receivers a small consideration, based upon the purchase value of the tickets. The managers sold them to the various waiters under them at an advance on this price, but at considerable less than their face value. The waiters paid for orders with them at face value, collecting in turn the full amount from the customer.

The department withdrew this system, substituting System No. 3, except in cases of very large concessions, the managements of which were thoroughly organized within themselves. These few concessions overcame the difficulty by selling the tickets to the waiters every morning, and as often through the day as they ran out of tickets, stamping each and every ticket with the date upon the back. At night each waiter turned in all the tickets remaining in his possession, and was paid for them. Tickets were only good upon the date stamped upon them. It was not wise to make this arrangement except where the concessionaires were thorough organizers, and where the concession was so large that the concessionaire, to insure his own safety as against his employes, had to make his system very accurate and complete. A concessionaire who had but one restaurant, and ran it himself, could have used this system by collusion with the ticket receiver, to the disadvantage of the Exposition.

3. RESTAURANT SYSTEM.

Under this system the waiter would take the order from a customer, and in bringing the same from the kitchen, would stop before the checker's desk, as in System No. 2; the amount was ascertained by the checker, written upon a slip, making two impressions, by use of carbon paper, and one was handed to the waiter, the other remained with the checker. The waiter passed on with the tray to the cashier, presented the check, paid the amount in cash, the cashier receiving and keeping the check, and as an additional safeguard, ringing up the amount on a cash register; the waiter then collected the amount from the customer. The checks came in book form, were consecutively numbered, the number of the waiter put upon each check by the checker, and as the dupli-

cate remained in the book at the checker's desk, it was easy to check out any discrepancy and to find what waiter was responsible for any check which the cashier had not received.

Neither system adopted in the restaurants was entirely satisfactory. The nearest approach to complete safety can only be had where the customer pays his check himself to a cashier stationed at the exit, as he goes out, but it was feared by all concessionaires, and also by the department, that with the great number of patrons expected, the delay would be such that the loss of business in this way would more than offset the leakage from the other systems; but if the experience were to be repeated, the superintendent would adopt and insist upon a system which would include this feature, in preference to any and all others, believing it possible by good management to insure good service and to avoid unnecessary delay.

4. CASH REGISTERS.

It was decided to use cash registers in those places where the sales were of a mixed character, that might range in any amount from 5 cents up, especially at stations where the sales were many in number but small as to amount of each, and where it was therefore necessary to wait upon customers and to make change quickly, so as not to lose custom because of delay. There were delivered at the superintendent's office, machines of many makes and many patterns. This matter was more especially referred to the assistant superintendent, and he spent four weeks in carefully investigating the merits of all machines. The number of machines eventually used under the jurisdiction of the department was 644. They were of two patterns, known as "total adders" and "detail adders." The difference in the general principle governing the two patterns was that the total adder made a continuous record up to \$99,999.95, at which point it automatically reset itself at naught. It could not be turned back to naught or the reading altered, except by a mechanic who understood the machine, and who had to use special tools for the purpose. The detail adder would also make a continuous record, if desired, but was built so that it could be readily reset at naught by anyone who could unlock

the machine. This device was more convenient for stations where a great number of sales would go at one price, such as buttonhole bouquets, cigars, and articles of that kind.

Within a month from the opening of the Exposition the department became convinced that the detail adder was an unsafe machine for the purpose of a triple accounting between a concessionaire, the employe of the concessionaire, and the employe of the department, because the department employe who unlocked the machine to take the reading could make a false report of a less amount than the reading, and by resetting the machine at naught to begin the new business, could destroy all evidence of falsification. This practice the department was convinced was resorted to by two or three of the division superintendents in its employ, by collusion, either with the concessionaire or the employe of the concessionaire, the amount of revenue of which the Exposition was defrauded being divided between the two parties to the fraud.

The department ceased the use of these machines as fast as the total adders could be substituted.

In taking the reading from the total adder, should the division superintendent report falsely, the Exposition would be defrauded of revenue temporarily, but the first time another employe of the department should open the machine for the exact purpose of keeping a check upon the division superintendent, the real total amount up to that time must necessarily appear, and of course any amounts which the department had temporarily lost would be at once charged against the concessionaire.

The operation of the system was as follows: The department made a contract with a cash register company to supply all the machines necessary to concessionaires at such times and places as the department should direct. The rent was to be \$8 per month for each register, which was to be paid by the concessionaire direct to the company. The company were to keep the machines in order; were to replace any broken or disabled machine immediately upon notice with a perfect machine, without charge, and the company also took all risk of breakage, damage, etc., except from willful malice. The department guaranteed the company

the collection of the rent for the machines, and eventually paid a sum something less than \$400, which the company was unable to collect from the concessionaires.

The registers as ordinarily made have a lock, but one key will fit all or at least a great number of the locks; therefore, the department ordered that the machines should be provided with staples and hasps. The department provided a padlock for each machine, holding the only key thereto in its possession, the concessionaire or his agent retaining the key to the ordinary lock; thus the machine could only be opened in the presence of both the concessionaire or his agent and the division superintendent of the department. The reading was then taken and signed both by the concessionaire or his agent and by the division superintendent, this reading being turned in to the office of the department. The difference between it and the reading of the day before gave the amount of the day's business.

Concessionaires were instructed that each sale, as soon as made, must be separately rung up on the machine, and that only one person must handle the register.

The register was invariably to be placed in plain sight where customers, inspectors, secret service, and all passers by could see plainly the figures that were rung up. By this means the department was able to tell whether a reasonable degree of honesty prevailed in the use of the registers.

When reports were turned in by secret service or other employes that less than actual amounts, or "no sale" were being rung up at any station, a special agent was immediately sent to unlock the machine, take the reading and to count the money in the drawer. If the cashier falsely ringing up had put the money in the drawer, the cash would overrun the reading and the evidence was conclusive; steps were taken to immediately rectify the amount in the interest of the Exposition, and warning was issued against further dealings of the kind.

5. DUPLEX SYSTEM.

This system was used for the same class of stations and business as No. 4, but where the number of sales was apt to be comparatively small, making speed in waiting upon

customers relatively unimportant. This is the system ordinarily in use in dry goods and other mercantile institutions, the sales clerk, being furnished with a book composed of fifty slips and duplicates consecutively numbered, making out a slip for each customer and a duplicate each time by means of carbon paper, the duplicate remaining in the book, and the cash received should balance with the amount represented by the duplicates. As in the case of the cash register, each separate sale must be immediately noted upon the slip.

The book slips must be invariably kept in plain sight, and all writing in the book must be made in the most exposed and conspicuous position in the booth, so that customers, secret service, and others could tell sales were being properly recorded.

6. WAREHOUSE SYSTEM.

The department was provided with a large warehouse, where it received for concessionaires such articles as catalogues, guides, souvenir satchels, all stationary-stand articles, and other articles which were to be sold at stations where nothing was sold except such articles as could be classed and handled under this system.

The articles having been received into the care of the department, were delivered to the concessionaires owning them as desired, the percentage being immediately charged them upon the retail selling price of the articles. The amount was not paid immediately by the concessionaire, but was paid by him daily upon his report of the amount of sales, the final settlement being made upon the basis of all of the goods delivered to him at the retail prices, less goods returned to the warehouse, the difference between the two amounts showing the full sum on which percentage was to be paid.

A few large concessionaires provided warehouses of their own, but they were rather in the nature of what might be styled "bonded warehouses," the department checking in all the goods as received, and concessionaires accounting in final settlement for all that were not found in the warehouses.

A further modification of this system governed a few such articles as solid silver souvenir spoons, which were all furnished the concessionaire by one responsible factory, which furnished the department with certified invoices of each ship-

ment to the concessionaire, together with a sworn monthly statement. The goods were kept track of under these invoices and sworn statements, and the accounting made as in the case of warehouses.

This system theoretically is perfect, but in practice it will only apply to those articles which it is difficult to smuggle into the grounds. It was found necessary to modify and limit its application to a comparatively small number of articles because of this objection.

7. ACCOUNTING FROM THE BOOKS OF THE CONCESSIONAIRES.

This was limited to the smallest possible number of concessionaires, and confined to those where no system could be made to apply without either great expense or great inconvenience, as it was thought to be good judgment to put everything upon a business basis as far as possible, so that the Exposition, being practically a partner in the concessions, might have some share in the control of the receipts.

This accounting was used in some cases as the only possible means, and was resorted to in a great number of cases where systems were used, for the purpose of verifying the results; and was also employed in all other cases where the department had reason to believe that the systems were not being perfectly applied, or were being misused to the disadvantage of the Exposition.

INTERNAL ORGANIZATION OF THE DEPARTMENT.

A full understanding of the work to be accomplished being arrived at, and the methods and systems to be adopted and enforced being determined upon, it was necessary to organize the department within itself, so that the best results possible might be arrived at. It was not believed that all the money which might become due the Exposition would be collected, but rather that many concessionaires would endeavor by every possible means to defraud the Exposition.

But the department was determined that fraud should be reduced to a minimum, and that, with the support and aid of the executive authorities of the Exposition, systems would be enforced, offenders should be dealt with in such manner

as to suppress further offense as far as possible, and that the loss to the Exposition should be reduced to a minimum.

The internal organization must also be such as to guard against dishonesty and incompetence on the part of employes of the department, as far as possible, for there was no reason to believe that with the large number of employes necessary, all would be efficient and above suspicion.

The efficiency of the department in respect to its employes was wonderfully strengthened by the fact that the superintendent had absolute control of engagement and discharge; in fact this principle was one of those agreed upon between the superintendent and Bureau of Admissions and Collections at the time the appointment was tendered him.

From the decision of the superintendent within the department there was no appeal, the result being that within a few weeks from the time the force was thoroughly organized (May 1, 1893), everything was running smoothly within the department. There was no crossing of authority; petty jealousies, which so outrageously interfere with the working capacity of large forces of men, were suppressed; peace and harmony were the rule, and good results were possible.

There were quite a number of subdepartments within the department, each having a head, and this head was held responsible for the prompt performance of the duties with which he and his men were entrusted. The head of this subdepartment could recommend to the superintendent employes whom he would like to work under him, but had not the power of engaging or discharging.

Every employe of the department, while he was expected to report to the man in charge of his particular class of work, had personal access to the superintendent on any matter, whether of a personal or business nature, which he desired to present. There was no favoritism. Every employe was expected to perform the duties allotted him, and while some work was necessarily more desirable than others, the employes were assigned to the various positions, as far as might be, because of their fitness, and not because of any personal feeling. That general good feeling and loyalty prevailed throughout the department is perhaps best evi-

denced by the fact that the superintendent and the assistant superintendent were each presented with a memorial and token of remembrance, in the presentation of which nearly all the employes of the department joined, notwithstanding that 95 per cent of the entire force were absolute strangers to the superintendent and his assistant up to the time they entered the employ of the department.

The subdepartments and their duties may be briefly classified as follows :

I. OFFICE FORCE.

Of this subdepartment the chief clerk was head, and was held responsible. It included the supervision of the book-keeping, the making up of the audits, the figuring of the percentage, the corrections of errors in audits, and general work of that kind. This subdepartment also had charge of the inspection and the verification of the books and accounts of the concessionaires and of the traveling auditors, so called, whose duty it was to harmonize discrepancies between accounts of the concessionaires and those of the department.

It was in this subdepartment that the entire work of the department was perfected and the amounts for collection determined.

Some idea of the magnitude of the labor of this subdepartment may be formed from the fact that it handled during the season about 188,250 division superintendents' reports; that difference in figures and disputes as to correctness of the same were adjudicated, corrected, and harmonized thereby.

Also, at the close of the season, the chief clerk, with a few of his assistants, made up the figures for this report, which necessitated the rehandling and entering of each and every individual audit for the entire season, so that from the records in the possession of the superintendent it can be shown what the receipts were at each station of every concession on the grounds (with some very few exceptions) for every day of the season, and also the number of people who attended any special performance on the grounds, the number of passengers on the electric launches, the gondolas, the elevated railroad, etc., upon any special day desired. In fact,

the classification of the figures for this report involved the doing over of the entire clerical work for the season. The figures were made to harmonize with those of the auditor's department, so that when the figures for the report were finally finished by the chief clerk and his assistants all discrepancies were eliminated and an exact balance arrived at.

While it might appear that making the figures balance should not be difficult, and that they should balance themselves, when it is considered that the department was practically keeping books for 370 concessionaires, a very great number of whom had no methods or ideas of bookkeeping; that the errors and discrepancies, for this reason alone, ran into the thousands; that cross entries for the purpose of settling these differences were very numerous, it will be evident that the work of balancing up was no light one, and it will be easier to understand the immense labor of finally verifying and balancing the figures for the entire season, audit by audit and day by day.

The salaries per month in this subdepartment were: Messenger boys, \$30; girls counting tickets, \$45 to \$50, clerks, \$60 to \$75; bookkeepers, \$75 to \$100; stenographers, \$50 to \$75; traveling auditors, \$75 to \$100, chief clerk, \$125.

In close connection with this force, and with headquarters in the same large accounting room, were subdepartments Nos. 2, 3, 4, 5, 7, and 8.

2. COLLECTION FORCE.

This subdepartment was under the charge of the chief collector, whose duties were to receive the statements daily from the chief clerk's department, enter them upon a collection sheet, and distribute them to his collectors. He also checked off on this collection sheet each day's collection from each concession as it was paid, and a glance at this sheet showed, daily, the exact daily audits still outstanding and unpaid against each concession. The more obdurate and difficult cases he also undertook to collect himself. The collectors, upon receiving their statements each day, entered them each in his own collection book, and started on their daily tour to collect money, keeping an accurate account of all amounts received and by whom paid. Upon returning

to the office they turned in the money to the cashier of the department, taking his receipt therefor.

The collectors consulted the chief collector in cases of difficulty, and in extreme cases, which the chief collector was not able to deal with successfully, he in turn consulted with the superintendent or assistant superintendent of the department. Where collections were made in cash the only immediate check against the collector was the statements he took out, but where the amount was paid by check the general order was that all checks should be drawn to the order of the treasurer of the Exposition. The details of the organization of this subdepartment were so thoroughly worked out that it was next to impossible for a collector to hold out or suppress more than a very small part of one or, at the outside, two days' collections without discovery, should he be disposed to do so. The collectors were under bonds of \$1,000 each, and there was only one case of default, which occurred Saturday, the collector leaving the city Saturday night. Sunday the discrepancy was known early in the morning, from scrutinizing the figures, because of the fact that this collector had turned in on Friday an even amount as received from one concessionaire instead of the exact amount of the audit, and it was not the custom of this particular concessionaire to pay otherwise than the exact amount of the audit. One other collection had also run over two days; this concessionaire invariably paid promptly. The full amount of the default was covered by the bond of the collector, and was paid to the Exposition by the bonding company. It would, of course, have been possible for a collector to abscond with his day's collections, and the bonds should in each case have been somewhat larger, possibly \$2,500, which would have been ample. It was very nearly impossible for any collector to suppress any part of his collections and continue his work for more than two days, and without several days' partial suppression no large amount could be taken, as the cash received was very largely silver and the checks were uncollectible.

The men collecting from the slot machines were really a part of this subdepartment, although as they collected the money directly from the machines, of which the department

held the only keys, there were, of course, no statements for them to collect from. They brought the gross receipts from the machines to the office of the department, where it was divided, giving the concessionaire his proportion, the balance being turned in to the cashier of the department.

The salaries in this subdepartment were: Collectors, \$50 to \$75; chief collector, \$100.

3. CASHIER.

The cashier and his assistant received all moneys from the collectors, or from concessionaires or others, who came directly to the office to pay; gave receipts to each party for the amount received; entered it in the cash books, and daily turned over all the money received to the treasurer of the Exposition, taking his receipt therefor. Two cash books were used, one for each alternate day, so that the receipts of Monday could be posted directly from Monday's cash book to the ledger, allowing the cashier the use of the other book to enter Tuesday's receipts. This arrangement allowed the work to progress without delay, either to the bookkeeper or the cashier, which was very necessary, as the cashier's labor seldom ended before somewhere between 9 and 11 o'clock at night, and the bookkeeper or his assistant did not get through their labors before 2 or 4 o'clock in the morning.

The actual cash passing through the hands of the cashier during the season was \$3,469,494.85.

The salaries per month in this subdepartment were: Cashier, \$100; assistant cashier, \$75.

4. TICKET ROOM FORCE.

This subdepartment was under the charge of the chief ticket clerk. Its duties were to receive tickets from the printer, run through them, see that the numbers were correct, record them as received, fully noting the inclusive numbers, denominations, colors, and series of each package, stowing them in the ticket vault, in such a manner that any special numbers, denomination, color, and series could be instantly gotten at. It also received requisitions from concessionaires for tickets, and filled the same, taking the con-

cessionaire's receipt therefor. This work invariably passed through the hands of at least two persons, to avoid any collusion between the employe delivering the tickets and the concessionaire receiving them, as to the number of tickets delivered, and all other points which it was necessary to protect. Each concession was charged the exact tickets delivered, the record of the transaction stating the opening and closing numbers of the tickets delivered, the denomination, color, and series, and the number of the requisition. From the records kept in the ticket office it was possible to tell at any time every individual ticket that had been delivered to each concession, and if a ticket were brought to the department at any time, it could instantly be determined to what concession it was issued and the date upon which it had been purchased by the customer from the concession, or whether it had never been sold at all, but had been taken from an unbroken package. This subdepartment also had charge of the force of girls who opened the concession ticket boxes, counted such as were desirable of the used tickets, looked all used tickets over to see that no false or counterfeit tickets were in the box, and finally turned them over to the clerk in the box collector's room, who had charge of the grinding machine which destroyed the used tickets.

The salaries of this subdepartment were from \$45 to \$60 for clerks and ticket counters; \$100 for chief ticket clerk.

5. WAREHOUSE AND VAULTS.

This subdepartment was under the charge of the chief warehouse clerk, who had charge of the warehouses. The duties of this subdepartment were to receive into the warehouses concessionaires' goods, checking them in and delivering them to the concessionaires owning them, upon his requisition and receipt, and when settlement was made, to check back into the warehouse the unsold goods.

There were also three safety deposit vaults in the larger buildings for the use of exhibitors in those buildings, for the purpose of storing jewelry, money, or any other valuable articles. They were conducted in the ordinary method of safety deposit vaults, a small rent being charged for the use of the boxes. The receipts from this business were very

small, the demand being, for some reason, very limited. It is a most favorable comment upon the good order preserved and upon the efficiency of the means used by the Exposition to protect persons and property, that these safety deposit vaults were so little used when the value of the class of articles referred to was so great. The vaults were in themselves an exhibit of the manufacturers thereof. The cost of the vaults and the expense of maintaining them was enormously large compared with the receipts, which, in fact, did not pay even the running expenses, to say nothing of any return on the investment. Of the two vaults in the Manufactures and Liberal Arts Building, one was closed entirely. The vault in the Mining Building was the most liberally patronized, and paid some profit above the running expense, which profit, however, was more than absorbed by the loss upon the running expenses of the one vault remaining in use in the Manufactures Building.

The salaries in this subdepartment were from \$45 to \$60 for laborers and clerks ; \$100 for chief warehouse clerk.

6. PASS CLERK'S OFFICE.

This subdepartment was under the charge of the pass clerk of this department, whose business it was to examine all applications for passes made by concessionaires for themselves and their employes, and to approve the application of such as he deemed proper. This involved a good deal of disagreeable controversy with the concessionaires, who usually took the view that passes were of no value; that they should be entitled to as many as they wanted without regard to the use made of them, proper or otherwise, and that they were under no obligation to the Exposition to return passes of employes leaving their service.

It took several weeks of hard work, and in some cases absolute refusal to grant further passes until the missing ones were turned in, to convince concessionaires that they were under any obligation whatever to watch their passes and control them carefully. Complete and accurate record was kept by the pass clerk of every pass approved, and a full and complete account was kept with each concessionaire of passes, charging those issued and crediting those returned. This

involved accuracy and promptness, as the pass question was an urgent one throughout the entire Exposition.

There were issued under the approval of the Department of Collections 29,695 passes (including monthly and full term), but there were never in use at one time more than 16,000 passes by concessionaires and their employes. The difference is accounted for by change of employes, the old passes being canceled and taken up and new ones issued from time to time as required.

Pass clerks' salaries were \$40 to \$60 for clerks; chief pass clerk, \$125.

7. DIVISION SUPERINTENDENTS.

This subdepartment was under the charge of the chief division superintendent. The number of division superintendents was from nineteen to twenty-nine. The grounds were divided geographically into twenty-six parts known as divisions. Each division was in charge of a superintendent whose business it was each day to visit every station in his division where business was done, and take the audit of the station upon blanks provided for the purpose by the department. This audit consisted, first, of a cash statement of the previous day's receipts signed by the concessionaire or his cashier; and secondly, a report of the result of the previous day's business as shown by the system established by the department and in use at that station, such as cash registers, tickets, etc. When each division superintendent had collected all the audits in his division, he turned them into the chief division superintendent, who checked off the list to see that all were turned in. They were then turned into the chief clerk, who sorted them into concessions; each concession was then checked up to see that no station pertaining to that concession was missing. This being the case, all was ready to begin the work of making up the account of each concession for the previous day's business. As an evidence of the promptness and efficiency of this particular part of the organization, and that of the office force, it can be said the business completed at 11 o'clock on Monday night, less the cash paid in up to Tuesday night, was shown by the balance sheet sent to the superintendent's desk on Wednesday morning at 9 o'clock, with the exception of a number of concessions, vary-

ing from six to ten; these few were unfinished because of the necessity of correcting errors and sending back audits for completion to one or two stations; also, the statements for Monday's business were ready to send out for collection at 8 o'clock Wednesday morning, and of course this same promptness was continued throughout the week. The credit for this promptness is to be divided between the division superintendents and that of the office force, who necessarily worked very closely together. Either subdepartment could delay or aid the work of the other very materially.

Two or three of the division superintendents were discharged during the season upon suspicion of endeavoring to defraud the department by collusion with concessionaires or their employes, and one or two others for incompetency, but as a rule the service rendered was very satisfactory.

Their salaries were \$60, with the exception of one or two who had special division work at \$75; the chief division superintendent, \$100.

8. BOX COLLECTIONS.

This subdepartment was under the charge of the chief box collector. Its duties were to distribute to the stations the boxes to receive the tickets, where tickets were used. These boxes were white over the entire ground one day and black the next, so if the wrong color was noticed at any station it was immediately known that this subdepartment had not attended to such station properly by changing the box. Each box was plainly marked with the number of the concession, number of the station pertaining to the concession, and number of the division to which it belonged, and must be delivered individually to the proper station.

The department owned the boxes and the padlocks thereto, retaining all keys in its possession. As soon as a gatekeeper or sales clerk received a ticket from a customer, it must be immediately dropped into a box, not held in the hand until a number accumulated, being very particular that the ticket was properly and immediately disposed of.

Should the concessionaire, for any reason, desire himself to see the tickets in any box counted, the box was provided with a separate place to attach a second padlock, in which case it could not be unlocked by the department until the

concessionaire should arrive, when the box would be opened and the tickets counted and examined in the presence of both parties. The box collectors would start out with a full wagon load of empty white boxes, exchanging them for the full black ones, which last would be delivered to the room provided for the purpose at department headquarters, from whence they would be delivered to the ticket-counting force to unlock, examine, and count the tickets. They would then be delivered to the man in the box department, who had charge of the grinding machine which destroyed the tickets; thus no tickets were used but once. Careful watch was kept of the tickets from the time the box opened until the tickets were destroyed.

The chief box collector kept accurate record of the receipt and delivery of boxes, so that if any concessionaire claimed that his box was not delivered the record would show the facts at once. The boxes were checked in as they arrived, against the list of each box collector, so that omission or neglect of duty were promptly made known, and the delinquent box collector immediately dispatched on a special trip to change the box at the neglected station.

The salaries in this subdepartment were \$60 for collectors; \$100, chief box collector.

9. SECRET SERVICE.

This force was comparatively small, but its value can hardly be overestimated. It was in no way connected with the guard or the regular secret service of the Exposition, but consisted of three to five people, who were exclusively in the service of the department. They were not detectives by profession, as the department could at all times command the service of such detectives by application to the chief of the regular secret service of the Exposition.

The persons selected for this duty were ladies and gentlemen of good appearance who would not be suspected of being anything more than ordinary visitors. It was not easy to persuade parties of the proper appearance and character to accept this service, but this was made less difficult by the fact that the members of this secret service were only known to the superintendent and assistant superintendent.

The service rendered by the persons selected to perform this exacting and difficult duty was as satisfactory as was rendered by any subdepartment.

An allowance of \$600 per month was made to the department by the Exposition for this service, and this allowance, or such part of it as was necessary, was disbursed by the superintendent personally, who received and kept in his own possession all receipts and vouchers. It was expected that the results of this service would be to prevent fraud rather than to recover any portion of the revenue of which the Exposition might be defrauded; but the evidence thus secured was made use of in some cases in such manner that the increased receipts were considerably greater than the disbursements for this service during the full term of the Exposition.

The secret service employes were instructed, as far as was necessary, concerning the various systems in use, and in their travels throughout the grounds were directed to report each and every occurrence on the part of sales clerks or other parties receiving money or handling tickets which appeared in the least degree irregular. Each case observed was reported on a separate slip, stating the number of the concession, station, and division, where a sign indicating the same was to be seen; and stating exact location of the stand where no such sign could be discovered. The following points were invariably to be shown in the report: The exact time, the date, the article sold, description of the sales clerk, description of the purchaser, price paid, and the amount rung up or recorded.

The possession of this exact and detailed report enabled the department to refute denials of crooked work on the part of concessionaires or any employes who might be discovered and reported. It was the general practice of the superintendent to get at least three confirmatory reports concerning any one concession or station before taking action. The first action taken was usually a warning; on repetition of the offense, the pass of the offending person was taken up, and often an amount, estimated to be right, added to the amount reported as the gross receipts of that station. In case of many repetitions of the offense and

the flagrant violations of the regulations and the systems, the business of the concession was frequently closed and terms were made before reopening was permitted.

The secret service reports, after being made out, were sealed by the employes in an envelope directed to the superintendent, and were left at a secret office not at the department headquarters, at which office sealed orders and instructions were left addressed by number, no name being used, to the various members of the force. Each member had a special hour appointed to report at this office, no two at the same time, and at such time as it was necessary to give special instructions, they were met by the superintendent or assistant superintendent for that purpose. The beneficial results of this service to the work of the department resulted more largely from the exact information which their work enabled the department to secure and to present to the concessionaires—thus convincing them that they were carefully watched—than in the amount recovered or the value of the reports themselves.

When the season was somewhat advanced it became necessary to engage an employe who was termed an inspector whose duty it was to act upon the information thus obtained, upon the less important points; the more serious cases being acted upon by special order from the headquarters of the department.

Salaries of this subdepartment ranged from \$80 to \$100, together with the reimbursement of sundry small amounts which the members of the force were permitted to spend for the purpose of seeing whether proper disposition and record was made of the receipt of the money by the concessionaire.

10. MUSIC HALL FORCE.

This force was under the control of the music hall ticket treasurer. It had charge of the sale of tickets and of the doors of the two music halls and concert room belonging to the Exposition. The business was of actually the same character as that of the treasurer in charge of a theater or opera house. The money received from the sale of tickets was turned in to the cashier of the department each day, and a full and complete account of the tickets was kept and

checked up carefully. The cashier turned this money in to the treasurer of the Exposition separate from all concession receipts.

The salaries in this subdepartment were: Doorkeepers, \$60; ticket sellers, \$75 to \$100; ticket treasurer, \$125.

II. MISCELLANEOUS DUTIES AND RECEIPTS.

In addition to receipts from regular concessionaires and from the music halls, there were various other collections of which the department had charge—the collection of the amounts due for removing garbage, of amounts due from concessionaires for tickets furnished them, and various other small items of this kind. There was no separate subdepartment for this class of business, as it was apportioned and taken care of where it could be most economically done in the general organization. A table of sundry collections will be found on page 494.

There was one quite important matter which it eventually fell to the department to care for; this was the collection of such amounts as could be gotten from the foreign exhibitors and from other parties who were selling without authorization from the Exposition in the foreign sections of the various buildings. The authority was not given to the department until very late in the season, to deal with this matter so as to enable it to get even the small amount which the Exposition certainly was entitled to, if these people were permitted to sell at all, which it was never intended they should in the original plan of the Exposition. The results of the attempt to collect from this class of sales were by no means commensurate with the effort, and bore an infinitesimally small proportion to the large amount of sales made. The reason of this will be found under the heading, "Sales in Foreign Sections," page 492.

COURSE OF BUSINESS AS CONDUCTED BY THE DEPARTMENT.

The concession contracts constituting the principal business of the department being understood, the explanation of the various systems of accounting being comprehended, the internal organization of the department being described, it is proper at this point to give a synopsis of the "course of

business as conducted by the department." This being done, a bird's-eye view of the work of the department will have been presented which, it is believed, will enable any one conversant with business of the kind to understand thoroughly the methods and results achieved by the department.

DEALING WITH THE CONCESSIONAIRE BY
THE DEPARTMENT.

Concession No. 4, popularly known as "Cairo Street," is selected as an example of the working of the department in its dealings with concessions. The reason of this selection is the fact that this concession had more stations than any other, being ninety-eight in number at the highest point, and because, further, almost every system in use by the department was in operation in the conduct of this concession.

The manager of the concession was first notified to consult with the superintendent of the department. Each class of business which the concession was authorized to transact under its contract was taken up separately, and the method of receiving and accounting for the gross receipts was agreed upon. It must not be supposed that this could be accomplished at one interview; it took weeks of consideration and consultation to arrive at satisfactory results, and the results arrived at were not agreed upon as being absolute and unchangeable for the season, but were subject to revision and change as experience might determine, and as the parties to the transaction might agree. Where it was not possible to come to an agreement satisfactory to both parties, the department would prescribe the method which must be adopted, but these cases were very few in number.

For admission to the street itself and for admission to all entertainments inside the street, tickets (System No. 1) were adopted.

For restaurants, ticket system modified (System No. 2), and later in the season this was changed to the restaurant system (System No. 3).

For the sales of goods in the various booths, both cash registers (System No. 4) and duplex (System No. 5) systems were used; and also a modification of the warehouse system (System No. 6), Cairo Street having warehouses of its own

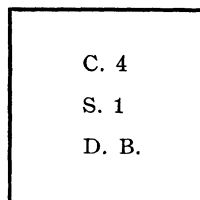
under the supervision of the department, where all goods were received and were checked out to the various booths. This precaution was especially desirable to the interests of the Cairo Street concession, as all of its booths for selling purposes were sublet to parties who paid a percentage of their sales to the concessionaire somewhat larger than the concession paid to the Exposition.

Finally, accounting from the books of the concession (System No. 7) was made use of where it appeared desirable to do so.

The systems being agreed upon for each class of business a report is made by the manager of the concession to the department, of each station to be operated, its exact location in the concession, and its class of business; these stations are recorded by the department, numbering from one up to any number desired, record kept of the locality, the class of business at each station and the percentage of revenue thereon, in a book especially for that purpose, each concession being kept separately. Stations can be added from time to time as desired, in which case each new station takes the next higher number. Stations are numbered separately within each concession.

Any station can be closed when desired, but notice must be given the department. Sometimes if a station is closed and a new one opened, the number of the old station is transferred to the new, but it is necessary to exercise great care in the case of a transfer of a number, and it is not a good plan, as confusion is apt to result. It is better to drop the number and not revive it unless the same station is revived.

The station being designated as above, a white tin sign, 5 x 8 inches, lettered in red, is provided for each station and tacked up where it can be readily seen by all parties passing.



The C. is for concession, the S. for station, the D. for division. These signs are uniform throughout the grounds, with the exception, of course, of the number of the concession, station, and division. It may be said here that it is the duty of the secret service inspectors and all employes to report any station doing business where such a sign is not to be seen, when it is the duty of the chief division superintendent to see that the sign is immediately put in place. It is because of the absence of these signs that a great number of illicit sellers are known to be such, and the selling stopped.

The station being designated, requisitions are made by the manager of the concession for tickets for those stations where the ticket system is instituted, and they are furnished by the department, each station being charged with the exact number of tickets received. It is not permitted to issue the tickets to a concession all under one charge, permitting the manager to distribute the tickets to such stations as he sees fit. In all cases the station is the unit of accounting with the department, and its records and accounts are invariably kept first against the station. Further on in the process all station records belonging to the same concession are closed daily into the account of the concession; this prevents any misuse of the tickets, and the department can always rely upon finding the proper tickets at the proper station, and otherwise knows that either carelessness or something worse prevails at the station in fault.

Requisitions are made for cash registers for such stations as need them, which are filled by the cash register company. In this concession (No. 4) a warehouseman is stationed permanently by the department, as it furnishes employment enough for one man in that capacity, and, also, a short time after the beginning of the season, a division superintendent is assigned expressly to this concession.

All the necessary paraphernalia being provided at each station, and the station signs being up, all is ready for business, the day's business closing at 11 o'clock P. M. with the closing of the gates of the Exposition, although in some few cases customers remain later than that; but this is prohibited as far as possible.

The division superintendent begins his rounds the follow-

ing morning as early as it is possible to find anyone at the various stations. He is provided with blank reports, separately printed and ruled for each system of accounting, and duplicates are made out by him at each station in his division, one of which is retained by him; the other is left at the station. This report, when complete, shows the cash receipts for the day before as stated by the cashier or other employe in charge of the station, or by the concessionaire himself, and is almost invariably signed by one of these parties. Below this cash statement is set forth the result as shown by the system prescribed by the department for use at that station. The report, when finally complete, is signed by the division superintendent; he visits each station in his division in turn, making his report for each one. When all reports are completed in his division he reports with them at the headquarters of the department, generally between 12 and 3 o'clock, where he looks them carefully over in the room provided for the use of the division superintendents, seeing that he has all reports pertaining to his division or giving the reason for any missing ones, and as far as possible correcting errors which are apparent on the face of the reports, if there be any such. He then passes them in to the chief division superintendent, who sees that all reports due from him are received. The division superintendent then goes back to his division to see that business is being properly conducted, systems properly operated, all sales accounted for, etc.

The chief division superintendent waits until all division superintendents have reported and delivered their reports to him; he is accustomed to looking over a number of reports to see that no evident discrepancies or errors exist; he then delivers the entire number (which varied from 13,950 during May, when business was very light, to 46,500 during October, when the highest point was reached) into the charge of the chief clerk, who gives them to the clerk whose duty it is to sort the entire bundle into concessions, arranging each concession consecutively according to the numbers of the stations.

It must be noted that many concessions, unlike Cairo Street, had stations in more than one division; some of them, like the concessions for peanuts, for souvenir spoons,

for soft drinks, etc., had stations in nearly every division on the grounds; hence the reports necessary to complete one concession statement might be scattered through the entire bundle of 500 to 1,550 reports. If any report pertaining to a concession is missing, he at once knows it because of the order of the numbers, and it is immediately sent for, as it is impossible to make up the statement for that concession for that day until the reports of all the stations pertaining thereto are in.

As fast as this clerk has all reports for any one concession complete, he passes them over to the clerk having charge of all collections, figuring the percentage, etc., of that particular concession. Usually each clerk has charge of certain concessions which he deals with throughout the season, as they vary so largely in character, percentage, etc., that his familiarity with the concession makes the work more expeditious; also, after a short time, he remembers, from the number of the station, the percentage pertaining thereto without reference to the station book. As there are many of the concessions which pay several different percentages, the time thus saved is a material gain.

The percentages being figured and noted upon each report, the same clerk makes a statement from the reports for that concession, upon which are spread, in detail and in numerical order, each station, its gross receipts, its percentages, and the amount of each percentage. This is added, showing the amount of the gross receipts and the amount of the revenue accruing to the Exposition and due from the concessionaire for the day's business under consideration.

The station reports, with the statement as above, are pinned in one bundle, with the statement on top, and the whole is passed to another clerk, who makes a copy of the statement, which is then delivered to the collector to present to the concessionaire for payment. The statement then goes to the clerk whose duty it is to enter it in the large concession book, which shows the gross receipts and revenue from each concession each day. The revenue column of this book, when finally corrected and added at the end of the month, shows the full amount to be credited on the department ledger for the revenue for the month.

The statement then proceeds on its journey to the hands of the bookkeeper, who posts in the ledger, against the account of the concession, the gross receipts and the revenue due ; thus the office record is complete, department errors and omissions excepted.

In case of error claimed by the concessionaire, such claim will be made to the collector who presents the statement for payment. It is then returned to the department and gone over to see if the error is a clerical error within the department; if so, it is at once corrected all the way through the record, and again sent out for collection. If the error is a discrepancy between the concessionaire and the department, one of the department traveling auditors is sent with the entire record of the day's business, including division superintendents' reports, to the concessionaire, the two harmonize and agree upon the amount, when it is returned to the department, corrected throughout the record, and again sent out for collection, unless the traveling auditor collects it at the time he harmonizes the account, which is very frequently the case.

The collector's copies being made out, are now given to the chief collector to distribute. The chief collector enters each statement on his collection sheet, fuller reference to which is made under the head of "Internal Organization, Chief Collector," and then distributes the statements to his collectors to present to the concessionaires for payment. This distribution is made geographically, as far as possible, according to the location of the headquarters of each concessionaire. The collectors receiving each his bundle of statements, enters them immediately in his own collection book separately, and starts upon his collecting tour. He presents his statements, collects the same, if possible ; or, if he can not get the entire amount for any reason, is authorized to receive on account whatever is offered, after making every effort to collect the full amount. He leaves the statement with the concessionaire, receipted in full if paid in full ; with the amount paid credited upon it where an amount is paid upon account, and with no entry where no amount is paid.

In by far the greater number of cases payment is made daily in full, but there are quite a number of large conces-

sions, perfectly responsible and safe, which are usually allowed to run several days, not exceeding a week, collecting the full amount at one time.

The collector can receive checks drawn to the order of the treasurer of the Exposition. Checks drawn otherwise are refused. Each amount, as received by the collector, if it is a payment in full, is checked against the amount in his collection book, or, if it is a payment on account, is so noted.

Returning to the department headquarters, he reports first to the chief collector, that he may oversee his checking in to the cashier, if he so desires. The collector then reports to the cashier, returning in the full amount of his money, which is counted, and the amount agreed upon between the collector and the cashier, and receipt given by the cashier to the collector. Usually this receipt is written in the collector's book, providing the book checks up properly with the money paid to the cashier. The collector is then relieved from all responsibility for differences in cash. It occurred once that the collector, turning in his money to the cashier, neglected to take a written receipt, and on counting the money there was a difference of \$10. The superintendent being well convinced that neither party was dishonest in the matter, persuaded them to divide the loss between them, although, strictly, the collector should have suffered the loss, as he neglected to take a receipt at the time. The collector succeeded in collecting \$2.50 against this amount from one of the concessionaires whom he had reason to believe was \$10 short in the money paid by him that day, as the collector was careless in counting the money. This is the only discrepancy that occurred throughout the season. One default was made by a collector, and is more fully referred to under the head, "Internal Organization, Chief Collector." The collectors report to the chief collector all unpaid statements, and the chief collector personally takes them in hand, and if unsuccessful in collecting, refers them to the superintendent.

The collectors each use two collection books for alternate days, leaving one book with the cashier at the time the money is turned in. The cashier, now having possession of the money and of the collectors' books, enters the amounts in his cash

book from the collectors' books under the titles of the concessions paying the money. All money in the possession of the department is every night, sometimes oftener, delivered to the treasurer of the Exposition, whose office is in the same building, taking his receipt therefor. This receipt is usually written in the cash book, which sets forth the amounts in detail, and also the total, which, of course, agrees with the money delivered to the treasurer. The cashier uses two cash books for alternate days, so that one can be in use by him and the other can be in the possession of the bookkeeper from which to post the receipts.

The bookkeeper now receives from the cashier the cash book properly receipted from the treasurer, and from this cash book the items are posted to the credit of the various concessions. Thus the debits to each concession, as far as the statements are completed, are fully entered, and the credits for all amounts of cash received from each concession are also entered; the balance, which is carried out each day in the ledger after the manner of bank bookkeeping, showing the amount due by the concession. This balance is never quite up to date for the reason that it is impossible to get the statements complete sooner than thirty-six hours, as the business finished Monday night at 11 o'clock can not be collated and entered in the ledger until Tuesday night; the cash paid in Tuesday is credited also Tuesday night, so that the cash payments are posted up to a date twenty-four hours later than the statement, but as the last cash payment must necessarily apply on the previous day's business or before, the balance on any one morning shows exactly the amount due for all business ending thirty-six hours previously; that is, Wednesday morning's balance sheet, which is invariably sent to the superintendent's desk by 9 o'clock, shows the exact amount due from each concession for the business transacted up to 11 o'clock Monday night.

Statements are made each day to the auditor of the Exposition of the amounts collected from each concession, the auditor keeping a separate account with each concessionaire. This double expense seems unnecessary, as the books of the department are under the supervision and control of the auditor's office to any extent that he desires, and

when information is wanted in detail in the auditor's office as to concession accounts, he invariably comes to the books of the department to procure it, so that it would seem to be an unnecessary labor to keep the individual accounts with the concessionaires in the auditor's office. Had the department been independent, it would have been very desirable that the auditor should have an absolute check by keeping account individually with each concessionaire, but really the books of the Department of Collections are simply an adjunct of the auditor's office, although, of course, kept independently under the direction of the superintendent as to all details.

COST OF COLLECTIONS.

The total expense of conducting the department as shown by the report of the auditor of the Exposition, April 4, 1894, was..... \$ 98,180 63

The amount collected in cash from concessionaires on account of percentage was.....	3,374,482 28
From sales in foreign sections.....	12,816 81
Traveling cranes	10,219 90
Foreign craft landing at piers, wharfage charges.....	477 35
Garbage removal	1,083 82
Safety deposit vaults.....	657 17
Dairy receipts	6,450 92

This account was for receipts from the milk, butter, etc., which were the product of the Dairy Exhibit of the Exposition.

Guide corps	588 00
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This was received from fees paid the guides by visitors.

Music halls	62,718 60
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Total	\$3,469,494 85
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Percentage of cost based upon the actual cash collections figured as above was 2.82 per cent.

The total amount of the revenue of the Exposition accruing from percentages of concessions was.....	4,237,563 95
Collected from sales in foreign sections.....	12,816 81
From other sources (as above).....	82,195 76

Total	\$4,332,576 52
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The cost of making the audit of this amount was 2.26 per cent.

The gross receipts of the concessions were \$16,583,051.53.

The method of ascertaining the amount of these gross receipts and of collecting the same from the customers was prescribed by the department.

The cost of establishing, maintaining, and conducting the operations necessary to control these gross receipts was .59 per cent.

Table of gross receipts will be found at page 474.

CASH COLLECTIONS AND EQUIVALENT TO CASH.

In addition to the cash collections as above, page 477, amounting to.....	\$3,469,494 85
There are the following amounts which are the same as cash to the Exposition, but which were collected in a different manner:	
Allowed by the Adjustment Committee to concessionaires because of claims for damages, etc.....	203,019 02
This amount was rebated from the accruing percentages which otherwise the department would have collected in cash and turned in to the treasurer, in which case the damage allowed would have been paid by vouchers on the treasurer. It is therefore equivalent to a cash collection made by the department. Table of these amounts will be found at page 477.	
Allowance to concessions on account of construction.....	251,431 16
These allowances were provided for in some of the concession contracts, and were for such purposes as building the Jackson Park pier, Wellington Catering Company kitchen, Marine Cafe, and some other buildings, and was arranged in this way, the concessionaires paying the cost of the buildings, piers, etc., which they then deducted from the first percentage accruing, otherwise the Exposition would have been compelled to disburse the money for the cost of the piers, buildings, etc., collecting the percentages as usual. The department is therefore entitled to credit for this as being the same as a cash collection. Table of these allowances will be found at page 479.	
Advance payments on account of concessions.....	82,079 66
These payments were deposits made with the treasurer when the contract was signed, and were to be applied on final settlement of percentages accruing. The department would therefore have collected the amount toward the end of the season in due course of its work, instead of which at the close of the season it credited such concessionaires as had deposits with the treasurer with the amount thereof. This, therefore, should justly be considered as a cash collection. Table of these amounts will be found at page 478.	
Total collections, cash or its equivalent	\$4,006,024 69
The cost of the collection of the above was 2.44 per cent.	

The number of employees in the department during the active six months of the Exposition varied from 157 during May to 241 in July, during which month the number was the greatest; after that time the number was largely reduced

because the change in the restaurant systems reduced the number of ticket receivers from 115 to 22.

The average monthly compensation throughout the department, exclusive of the superintendent and the assistant superintendent, was \$57.76. This average of compensation is lower than that of any department or class of service in the Exposition except ethnology, \$57.09; janitor service, \$45.52; guides, \$31.76; photographic expenses, \$56.34; Womans' Building, \$50.68.

All figures for salary are taken from the reports of the auditor of the Exposition during the season, which are averaged to obtain the results shown above.

RECAPITULATION OF THE COST OF COLLECTIONS.

From page 450, upon actual cash collected	2.82 per cent.
From page 451, collections in cash or equivalent to cash ..	2.44 per cent.
From page 450, revenue accruing from concessions	2.26 per cent.
From page 451, gross receipts of the concessions59 per cent.

COUNTERFEIT MONEY.

The amount of counterfeit money received by the department was exceedingly small considering the amount of cash which passed through its hands. Under this heading are included, also, clipped and perforated coins and all other money not readily receivable or easily passed. The total amount remaining in the hands of the department at the close of the Exposition was \$18, which, on the total cash collections of \$3,374,482.28, was too small an amount to be even taken into consideration. In view of the fact that the collectors employed by the Exposition were largely young men of no great amount of experience, it was very remarkable that a much larger amount of counterfeit and defaced money was not received. A certain amount of this bad money also was received through the medium of the slot machines, where of course no judgment could be passed upon it. The counterfeit money from the slot machines was divided between the department and the concessionaire on the same percentage basis as the good money. As the contracts called for certain percentage of the gross receipts, and inasmuch as the concessionaire could not exercise his judgment in receiving the money as it was passed into the machines, the

department considered it only fair to receive its proportion of the bad money.

In the case of ordinary concessions, however, while the contracts read that the Exposition should receive a certain percentage of the gross receipts, the view was taken that as the concessionaire or his employe received and could examine the money, that they should be responsible for bad money passed upon them, and should pay the department in good money the Exposition percentage of the entire receipts.

ADJUSTMENT COMMITTEE.

As early as the opening of the Exposition it was apparent to the superintendent that it would be impossible to collect revenue from a large number of concessions, especially many of those upon the Plaisance, for the reason that there was a great amount of dissatisfaction and many claims of damage, mostly exorbitant, but still largely based upon some foundation; because of the failure of the Exposition to supply electric lights according to contracts for that purpose; because of the condition of the roads deterring many visitors from making an attempt to get to some concessions, and because of some other minor causes.

A claim for damage, which was merely a claim, and not definite and determinable as to the just amount, was, of course, no offset against the determined debt accruing to the Exposition each day because of percentages under a definite contract, still there was justice in many of the claims, and it was impossible to convince the concessionaires who were aggrieved, and whose business was really suffering because of the causes referred to, that it was right that they should pay their percentages. Lawsuits meant delay, hanging up all revenue for the time being, and, possibly, depriving the department of its authority to prescribe methods, etc., which actually happened later in the season in the case of concessions which went into the hands of receivers or other officers of the court.

Therefore, it was necessary that the Exposition should appoint some representative which would recognize the fact that there was a just basis for some of these claims, although

not always to the full amount, and which should have power not only to confer but also to reach a positive agreement in all cases where it was possible, and to act, thus arriving at a final settlement of the matters at issue.

The superintendent presented his views to the Exposition authorities, and the Executive Committee appointed an "Adjustment Committee," consisting of three, and afterward four, directors of the Exposition to take charge of this matter, with power to act. The superintendent gave them the use of a room at the headquarters of the department connecting directly with his private office, and placed at their disposal all the facilities of the department for getting information, facts and figures.

This committee was in session constantly for nearly the entire period of the Exposition, there being hardly a day but at least one member of the committee, and usually three, were present, and working upon the many varied and complicated propositions and claims brought to their attention.

As the season progressed questions arose which had not been contemplated at the beginning, complicating and rendering more onerous not only the burdens of the committee, but of the department. Probably the hardest matters to adjust and to agree upon with concessionaires arose from the protection of the so-called "exclusive concessions." The question as to how many customers an entertainment had lost during a certain number of hours when they did not have electric light was comparatively easy to estimate, using the attendance through the gates as a basis each day; but such questions as to how far the concessionaire who had the contract for the exclusive sale of souvenir spoons was being damaged because others were selling spoons upon the grounds, souvenir or otherwise, and as to how far the concessionaire holding the contract for the exclusive sale of oriental goods was damaged because of a similar reason, were next to impossible to determine.

The conclusion unanimously arrived at by the members of the committee and the superintendent was that exclusive concessions are an unmitigated nuisance, and never should be granted except in a very few cases, which are set forth at more detail under the heading "Exclusive Concessions."

The department worked harmoniously with the committee, and the results accomplished, in view of the difficult conditions, were very remarkable. Almost all cases of dispute were adjusted by the joint efforts of the committee and the superintendent to the satisfaction of the complainant, and in almost all cases to the profit of the Exposition.

There was something of a bitter feeling on the part of many of the concessionaires toward the Exposition because of failure to supply lights, to put roads in good condition, etc., and everything possible was done by the joint efforts of the Adjustment Committee and of the department to allay this feeling, and with a very great degree of success. The committee used its influence, which, of course, was great, to rectify abuse where the Exposition was at fault, to put lights and roads in order as fast as possible, and in all cases gave a patient and careful consideration to the complaints brought before them; at the same time never losing sight of the fact that it was their duty to protect the interests of the Exposition.

There were various other matters also in charge of this committee, such as construing contracts where amounts to be allowed the concessionaire for construction were indefinite, or where the contracts were construed differently by the department and by the concessionaire.

The importance of this committee as an aid to the work of the department, and its beneficial results to the finance and to the general conduct of the Exposition, can hardly be overestimated. The general plan upon which it was organized and its method of work must also be highly recommended. A committee of few members, it was enabled to consult with concessionaires, to confer within itself, and to decide momentous questions without confusion, and with a degree of celerity which would have been impossible with a larger body; being almost constantly in session, its consideration of affairs was consecutive, and therefore more intelligent than would have been possible with a larger committee, meeting only occasionally, and the meetings being attended by different members at different times; being composed of men of wide business experience, it was able to grapple with any and all questions submitted to it;

and being composed of men of broad views it was able to consider fairly the other side of the question.

The superintendent has never known an unpaid committee of directors to work as industriously and conscientiously as did this committee during the six months of his intimate association with them. A detailed account of their labors and its result will be found in the report of the Adjustment Committee itself. (Exposition files, Field Columbian Museum.)

UNAUTHORIZED SALES.

A large number of peddlers, gripsack salesmen, and others who had no concession, undertook to sell in the grounds and buildings at various times. There was more or less annoyance and trouble from this source the entire season. The rules prohibited peddling of any nature except of a very few articles, the nature of which rendered it desirable that visitors could procure them readily. These articles were guides, catalogues, and a very few others.

The usual method pursued with the peddlers and small sellers of this class was to escort them outside the gate, together with their goods. There was very seldom serious objection to this on the part of the peddling element.

There was another class of unauthorized sellers, who would by some manipulation get small spaces in the buildings to sell from. These spaces were more easily gotten in the foreign sections than elsewhere, and often the sellers in such sections would endeavor to protect themselves under the cloak of the foreign commissioner in whose section their operations were carried on. Where these people were not of the nation represented by the section they were in, and were not selling articles characteristic of or produced by that nation, the usual course was to load their material and merchandise into a patrol wagon and either take it outside the gates, where they could take possession of it if they desired, or take it to the headquarters of the department, where it was delivered to them when they had agreed to take it from the grounds, which course the department enforced by providing an escort, who saw the goods safely outside the gates.

In these cases resistance was frequently met with, and often a very lively little fracas would ensue, but, as a rule, sales of this character were fairly well controlled. Considerable aid was given by the men at the wagon gates, who would, as far as possible, inspect goods, packages, etc., brought into the grounds, excluding such as seemed contraband until a permit could be secured from the proper authorities to bring in the goods.

There was another class of unauthorized sales which were conducted by concessionaires who would sometimes sell goods and transact other business to which they were not entitled under the term of their contract. In those cases the offender was usually warned, and if the warning did not receive prompt attention, sometimes the goods would be confiscated by the department, temporarily, until such time as the offender should agree to take them from the grounds and not to place them on sale, and sometimes the station offending would be closed entirely until the proper guarantee should be given that the offense should cease.

The class of unauthorized sales which caused the greatest annoyance and loss to the Exposition, except sales in foreign sections, were those of goods which were in direct conflict with some exclusive concession. It was harder to deal with this class of unauthorized sales than any other except in foreign sections, because it was almost impossible to convince the seller that the concessionaires owning an exclusive right to sell such articles must be protected, and that it was not an injustice that the seller should not be permitted to sell them. The most notable contests of the department over unauthorized sales were because of this class. Other reference will be made to this matter under the head of "Exclusive Concessions."

SALES IN FOREIGN SECTIONS.

It was not contemplated in the original plan of the Exposition that exhibitors, native or foreign, should sell from their exhibits for immediate delivery, except in those cases where a concession was granted covering the privilege of selling; in such cases, regular concession contracts would be entered into between the Exposition and the party desiring to sell,

which would compel him to deal with the Exposition in his capacity of a concessionaire separately and distinctly from his capacity as an exhibitor.

The superintendent has reason to believe, from many things that came under his observation, that there was a pretty thorough organization among a certain number of foreign commissioners to allow such sales in the sections apportioned to their various governments, and to protect the sellers by every means in their power from being compelled to pay any revenue to the Exposition for the privilege of selling.

Every possible means was resorted to which would cause delay, that the Exposition might not promptly enforce its claims, in some instances exhibits being covered by the foreign commissioner with the flag of his country, threats being made that if the flag were interfered with international complications would result.

There is positive evidence that in some instances foreign commissioners received money from persons desiring to sell in the sections apportioned to their governments for the privilege of so doing. This evidence consisted of receipts for money paid, signed by the commissioner and delivered to the other party to the transaction. About the 1st of September the department was endowed with the authority to collect, on account of such sales, such money as it might be able.

This authority, however, did not give the department power of taking peremptory measures in the case of refusal to pay, and the only method by which anything was collected was by exercising the power of persuasion, some threatening, or any measure short of actual force which it would appear would produce the desired result.

Under this very limited authority there was collected from this source \$12,816.18, which was perhaps one-fortieth part of what should have been collected had these sellers been compelled to pay a reasonable percentage or consideration to the Exposition.

The method by which the department succeeded in collecting the small amounts above from such sales was this: Consultation was first held with the foreign commissioner representing the section to be dealt with, and an agreement

was made that the seller should pay a fixed amount per day, ranging from \$2 to \$10.

A permit was then given by the department to this seller, and the amount was collected daily, just as in the case of other audits. There was no accounting, hence no way of getting at the gross receipts, which, therefore, can not be estimated. It is known that the amount was very large, and the superintendent believes that had perfect regulations been established before the beginning of the Exposition, from four to five hundred thousand dollars of revenue would have accrued to the Exposition from this source.

The number of permits granted covering this class of business was 138.

The superintendent's opinion as to the best method of handling sales of this character is given under the heading, "Plans for Sales of Articles in Exhibits."

A table of exhibitors' sales will be found on page 492.

ENFORCEMENT OF REGULATIONS.

It was not to be expected that rules and regulations established by the Exposition through its numerous departments, for the regulations of the business and personal conduct of a permanent population of 30,000 people, which is about the average daily pass attendance of people constantly employed within the grounds, and of an additional floating population averaging 110,000 daily, would be observed by the free will of the persons to be controlled, but that means must be devised to enforce regulations when necessary.

The rules and regulations which it fell to this department to enforce were such as related to concessionaires, concessions, and sales of all kinds, authorized or unauthorized, within the Exposition grounds.

The physical force necessary to enforce order was furnished by the Columbian Guard upon the request of the department, as the superintendent and assistant superintendent each had and carried with them a special order to the Columbian Guard to act under their direction at all times. In addition to this, there was a general order to the guard to enforce the rules and regulations of the department and to act in harmony with it.

The usual method of enforcing regulations of the department in concessions was by closing up the offending concession, which usually resulted in terms being made immediately or very shortly by the concessionaire.

Great care was exercised by the department that closing up should not be resorted to except for sufficient cause, which cause must be established by perfect evidence. The guards sometimes, but not often, met with resistance. The worst element to deal with, both as to disregard of regulations and as to their enforcement, were the foreigners, and especially the orientals, although the most important physical contest that took place was in the German Village, between the imported German waiters and the guard.

When an adjustment of trouble because of disregard of regulations was arrived at, the Americans could usually be depended upon to abide by it, but this was not the case with the largest part of the foreign element.

VOIDING CONTRACTS.

In a very few instances it became necessary to serve notice on the concessionaire voiding his contract, which was one of the rights reserved by the Exposition in the case of violation of the terms thereof. In these cases an adjustment was usually arrived at immediately and the business permitted to continue.

The department met with as much success in enforcing regulations as could be expected under the circumstances and considering the ground to be covered.

GENERAL CONCLUSIONS BASED ON EXPERIENCE OF THE DEPARTMENT.

There are some general conclusions which the superintendent has derived from the experience of the department, which it is proper should appear in this report, as the president of the Exposition requested that the report should be not merely a bare statement of the business transacted by the department, but also a history of that business, and that it should also contain the results of this experience and the conclusions deduced therefrom, in such form, if possible, as

to be of use to future expositions. Many of these conclusions appear throughout the report under the various headings to which they more properly pertain, such as the objections to exclusive concessions, the objections to permitting sales in the exhibition buildings, etc. While possibly some part of the following observations might better have appeared under such separate headings, and some may be duplicated, the superintendent has thought it better that they should appear here than to be omitted entirely.

GRANTING OF CONCESSIONS.

This duty was entrusted by the Exposition to the Committee on Ways and Means, consisting of a large number of directors, and too much praise can not be accorded to the gentlemen constituting the committee and to the chairman thereof, for the earnest and conscientious manner in which this work was performed. The view which they took of their duty in the premises was most certainly an exalted one, as they gave as much (or more) attention to preserving the dignity of the Exposition as to granting concessions merely for the sake of obtaining revenue. But in spite of the great care taken some few concessions were granted, in the confusion inevitably attending the action of a large committee, which slightly detracted from the high moral standing of the Exposition, but all such errors were of a minor nature, and were the result of inadvertent errors, and most certainly not because of any intent to that end on the part of any of the gentlemen of the committee.

A committee of this kind was necessary to finally pass upon and approve concession contracts, as such a committee is the only means by which a corporation with a large directory can act intelligently and legally. It is not desirable to entrust the final approval of such contracts to any individual, no matter how honest or able he may be. But this committee should have been authorized to engage a man of wide business experience, of broad views, and of unquestioned integrity, to give his undivided time and attention to the concession business, subject to final revision and approval of his conclusions by the Committee on Ways and Means. It would have been better, perhaps, that this man should

also have had charge of the collections under the contracts which he had been the means of creating.

It is impossible that a committee, meeting no matter how frequently, no one of whom gives his entire time and attention to the multifarious matters under consideration, could act as consecutively and with as thorough understanding of all details as a single man who devotes his attention to nothing else, and in fact the committee found it necessary to have present at these meetings, not only the chairman and the paid secretary, who gave his entire time to the business, but also an attorney, who became a permanent attache of the committee.

Had the course suggested been pursued, a great deal of the unfortunate crossing of concessions, and especially of exclusive concessions, might have been avoided ; the contracts would have been more uniform, and many minor points, which, however, were of much importance to the successful carrying out and operating of the contracts, would not have been overlooked. In view of all the circumstances the remarkable thing is that so few mistakes were made and that the results accomplished were so satisfactory.

SPACE FOR CONCESSIONS.

The superintendent is unalterably opposed to allowing any sales in the exhibition buildings proper, except of a very few articles really necessary to the comfort and convenience of visitors, as set forth in "Plan for Sales of Articles in Exhibits," page 464. The reasons for this opposition are also given under the same heading.

But allowing that it is determined that such sales shall be permitted, and that concession contracts covering such sales are granted, very different arrangements from those obtaining at the Exposition should be made for providing, apportioning, and assigning the space necessary for the purpose.

This last observation also applies to space for concession purposes throughout the entire grounds, as well as in the exhibition buildings. There was endless trouble and dissatisfaction among concessionaires because of the thoroughly unsatisfactory manner in which this matter of space was handled.

The entire difficulty is due to the fact that the subject was not considered and made a part of the great general plan of the Exposition at the very beginning.

A very few weeks before the opening of the Exposition concessionaires began to attempt to secure space inside the buildings and booths outside. It seemed to be impossible to have assignments of space made them which would be permanent and reliable. The matter was in the joint charge of the Department of Works and of the director-general. If one of these departments approved a space, the other was more than apt to veto it. No spaces apparently had been especially reserved for this purpose in the general plan of apportionment in the buildings. The spaces had to be gotten where they could be found. This department, in its original plan, intended to do its station work in the office, upon a large division map especially drawn for the purpose, and from the records of assignment of space made by the Department of Works and the director-general, but this plan was abandoned upon the second day's trial, as no such records which were reliable could be gotten. It finally became necessary for the department to cover the entire grounds with its employes, find stations actually located, and either doing business or preparing to do so, take a memorandum of the location, find out what concession had possession of the space, making up its records of stations in this way.

The superintendent believes that the following plan would satisfactorily cover all points:

In the original plan of the grounds and buildings, certain designated and fixed spaces should be set off for concession purposes, just as they were set off for the purpose of certain classes of exhibits. The control of the assignment of this entire space should then be transferred to the Committee on Ways and Means, or other authority granting concessions, subject to certain general rules, regulations, and limitations clearly set forth in writing: For instance, an assignment of space for the sale of cheap silver jewelry should not be permitted near a handsome exhibit of legitimate and beautiful articles of the same kind. Various other limitations would readily suggest themselves; but, subject to such limitations,

the concessions should be fitted to the space and the assignment made to each concession by the authority granting the concession, as soon after such granting as possible. Such assignment should be clearly noted on the map and plan of the grounds and buildings, and the spaces assigned to each concession should be at once divided into stations, numbered and recorded. All preliminary work would then be completed, constituting in the end a perfect whole, just as in the case of the general plan of exhibits; and when the opening day should arrive all would be in readiness, confusion and delay would be entirely avoided, records would be perfect, and all the business could be systematized and organized from the office, instead of having to search the ground daily to get the information required. This plan would also avoid all disagreement between departments. The method, or lack of method, actually operated invariably resulted in damage to the concessionaire and did not result in any benefit to the Exposition.

In granting the concessions on the Plaisance, and many others outside of the exhibition buildings, the space was carefully and fully designated in the concession contract, and there is no reason why a somewhat similar process could not be adopted within the exposition buildings, if it were contemplated and decided upon in the original plan.

It has been claimed that concessions are no part of a great exposition. While this sounds well theoretically, practically it is a misstatement, as concessions have always existed at expositions, and always will. The question is not to theorize as to what ought to be, but to adopt the best practical plan to deal with that which is and which will be. From this standpoint concessions *are* a part, and a very material part, of any exposition, large or small, and any general plan which does not provide for their proper placing is as defective in that particular as it would be in another particular, if it did not provide for a proper placing of exhibits.

PLAN FOR SALE OF ARTICLES IN EXHIBITS.

It is the opinion of the superintendent that no sales of any kind whatever should be permitted in the exhibition buildings proper, except restaurants, soft drinks, catalogues, guides,

and possibly some few articles which, from their nature, are a necessity to visitors.

It would add to the dignity of a great exposition and to the attractiveness of the exposition buildings if miscellaneous sales were not allowed.

It is next to impossible to prevent the sellers, and particularly the foreigners, from addressing the people as they pass, and soliciting them to purchase or look at the goods, which makes it more or less disagreeable to the visitors who wish to give their attention to the exhibits free from annoyance.

A far better method of providing for the sale of such articles as are on exhibition would be to provide several large and handsome buildings for that express purpose, where duplicates of exhibits should be on sale.

These buildings should be placed each under the care of a thoroughly efficient business man who understood the business of the so-called department stores, as they are conducted in large cities. The money received from all sales should go to a central cash office under the supervision and control of the exposition, and daily there should be returned to the proprietor of each station the amount of sales of his station, less the percentage due the exposition. When well organized and properly conducted, this system is thorough, rapid, and efficient, and there is no objection which can be raised to it, except that it would give the exposition almost a certainty of securing its revenue, which would undoubtedly be strongly objected to by a large number of the people with whom the Exposition dealt in Chicago.

The fact that this business can be perfectly systemized is evidenced by the investigation of the superintendent of the methods of a large department store, where there are 600 sales clerks in twenty-five or thirty departments, the receipts from each of which was kept separately, the average variation for the year being less than 7 cents a day.

EXCLUSIVE CONCESSIONS.

The experience of the department demonstrated to the satisfaction of the superintendent that no exclusive concession should be granted except of the following characters :

1. To erect and maintain a village, street, or building,

characteristic of any special nation; but this should not include the exclusive right of sale of any class of merchandise or goods whatever, whether pertaining to that nation or otherwise, as it is absolutely impossible, in the first place, to discriminate as to the classes of goods to be sold, and in the second place it is impossible to prohibit and to prevent entirely sales of merchandise which will conflict with such exclusive rights.

2. Catalogues, guides, and other publications which pertain exclusively to the exposition. The right of publishing and selling within the grounds publications of this character can be made exclusive, and can be reasonably well protected, but the right to publish and sell such publications, and all similar character of business, should be confined to one concession. It is impossible to draw a well-defined line and say "here the guide ends" and "here the catalogue begins," and this would be true of any other publications which were characteristic of and pertaining to the exposition, except illustrated works. For instance, a guide to the grounds must contain a map; possibly a map is no essential part of a catalogue, but then again, possibly it is, and the question of determining is a delicate one, and certain to give dissatisfaction to one or the other party if the concessions are held separately.

The following are a few examples of the questions arising, and which perhaps show the characteristic difficulties attending the protection of exclusive concessions, and how liability for damage on the part of the exposition arises :

There was an exclusive concession granted for the sale of souvenir spoons. The first question that arose was as to whether certain other spoons being sold upon the grounds by other parties were or were not "souvenir" spoons, in the sense intended by the contract. In some cases it was hard to determine ; in a few cases impossible. The next question was how to prohibit and prevent the sale of souvenir spoons by other parties. The department had quite a number of employes engaged in this effort a good part of the season. The sale of spoons would be stopped in the Algerian Village at 10 o'clock, and when the inspector passed out of the

village at 10.30 every Algerian would produce spoons from his pockets, from his locked boxes, from his hat, from his wife's clothing, and from all conceivable places where spoons could be hidden. It was easy to prove that the spoons were being sold, for any one could buy them should he ask for them, even if they were not in sight. More attention was given to the protection of this one exclusive concession than to any other one, because the goods were of a class that were easily hidden in the pocket and elsewhere, and could therefore be readily sold all over the grounds. With all the vigilance of the department—and the souvenir spoon concessionaire agreed that the department had done all in its power, and highly complimented it upon its efficiency in this respect—the sale could not be entirely suppressed.

Another case was the exclusive concession for the sale of oriental goods. What are oriental goods? This question arose, was investigated, and it was discovered that a very large proportion of goods sold as oriental were French goods of oriental designs, manufactured for the oriental trade.

What are French and German novelties? They were found to consist of almost all classes of goods under the sun which might pertain to Southern Europe, Northern Africa, or the Orient, made in France and Germany, and sold as goods pertaining to the country of which their patterns and style might be characteristic.

Having determined the character of the goods, as far as possible, the question still remained as to what means could be used for preventing their sale.

These are but a very small number of the questions arising concerning exclusive concessions, as the questions graded from these very marked cases to others which were almost impossible to determine upon.

Except the characteristic concessions named above, an exposition is only safe in granting exclusive concessions in one way, which is that the exposition shall agree not to grant a similar privilege to any other party. The exposition then, as a matter of good faith, would do its best to protect the concessions so granted, but would not assume the responsibility of doing so, thereby becoming liable for damages in case of failure to efficiently protect. For the guidance of

future expositions it can not be too strongly insisted upon that exclusive concessions, except of a very few kinds, and under limitations set forth above, are extremely undesirable. More concerning this appears under the head of "Adjustment Committee."

PERCENTAGES — WERE THEY EXCESSIVE?

Early in the season there was quite a general complaint that the Exposition had demanded far higher percentages than the concessionaires could pay and leave a profit. Upon the small amount of business prevailing in May and early June, which, however, was as much or more of a disappointment to the Exposition than to the concessionaires, this complaint might have been reasonable; but that, as a general rule, the percentages were not too high is evidenced by the fact that nearly all the concessionaires made a reasonable profit, and some of them a very large profit, considering the capital invested. Some percentages were undoubtedly too high, figured upon the merits of the business itself, and without regard to management or cost of the plant. Among these may be mentioned soft drinks, 55 per cent; peanuts and pop corn, 65 per cent; souvenir spoons, 40 per cent; all of which, and some others, were afterward reduced by the Exposition. The claim made by some parties that the Exposition was unreasonably rigid and unjust in its dealings with concessionaires is best shown to be without foundation by the fact that the Exposition reduced many percentages which it was believed were too high to enable the concessionaire to successfully conduct his business. Other classes of concessions that could not profitably pay the percentage were those where the investment in plant was too large, through the error in judgment of the concessionaire, and where the business was conducted in an unbusinesslike manner, in some cases such as to drive away rather than to attract customers; in other cases such that the employes of the concessionaire could appropriate to their own use a large proportion of the receipts; and in a very few cases where the enterprise as a whole was an ill-judged one, and did not attract the public. The most notable example of this latter class was the Chinese Village. Why it should have been so was

not apparent, as it was a thoroughly good representation, and was conducted from the start in a thorough and businesslike manner; nevertheless, the public did not seem to be attracted by it.

The Casino restaurant may be selected as an example of failure because of poor and unbusinesslike management. It was known to the department within a few days after the concession opened for business that there was a well-organized conspiracy on the part of employes to appropriate a large portion of the receipts. The evidence was procured by the department and worked into a case, but on the very day that numerous arrests were to take place the Casino passed into the hands of a receiver, where it remained for the balance of the season.

The Natatorium (intended to be a swimming plunge, restaurant, and variety show — though the swimming plunge was never operated) is a good example of too much money invested in a plant. Without an admission fee and a very attractive performance, it was found to be difficult to get back the large investment out of the profits of the restaurant alone, for the short term of six months.

That 25 per cent was not too much for restaurants to pay is evidenced, because nearly all of them made satisfactory profit, and some a very large profit, and without too large charge to the public.

It can be truthfully asserted that the Exposition was almost invariably very liberal in its financial dealings with concessionaires.

MIDWAY PLAISANCE.

Much objection was raised to the original plan of the Plaisance, on the ground that it was undignified and no proper part of a great international exposition.

Viewed in the light of past events it is unquestionable that the Plaisance, dignified or undignified, was a great success.

Had the many concessions located upon the Plaisance been scattered indiscriminately throughout the Exposition grounds, unquestionably the dignity or the stateliness of the Exposition as a whole would have been injured beyond forgiveness, but, located as it was, separate from the Exposi-

tion proper, so that those who were not disposed to visit the sights to be seen there did not have them forced upon them, the Plaisance was a feature from the absence of which the Exposition would have suffered greatly.

People wish and expect to be amused as well as instructed by an exposition, and if the amusement is not such as to degrade, there is no reason why it should not properly be a part thereof, especially if nearly all of the amusements are more or less instructive.

Perhaps a few of them were less instructive rather than more, but those who appreciate the realism of "Cairo Street," the quaint beauty of "Old Vienna," the attractiveness of the little people and their customs in the "Java Village," the mechanical perfection of the Ferris Wheel, and the fascination of many other Plaisance concessions, will agree that the Plaisance did far more good than harm to the interests of the Exposition, notwithstanding the few, very few, features which were objectionable.

That visitors on the whole enjoyed and believed in the Plaisance is evidenced by the amount of money they spent with those concessions which were exclusively Plaisance concessions (not including stations located upon the Plaisance, but belonging to miscellaneous concessions, such as peanuts and soft drinks), amounting to \$7,189,940.78, returning the Exposition a revenue of \$1,644,768.85.

The proportion of visitors who did not enjoy the Plaisance enough to make a second visit was very light, and this in spite of the entertainment and instruction to be gotten in the Exposition grounds proper.

That there were some things which might better have been omitted from the Plaisance concessions, there is no question; and that some things which were permitted might have been better controlled, there is no doubt; but considering the nationalities dealt with, and the moral standing of the performers in many of the entertainments, it is unquestionable that the best was done which the circumstances admitted.

That the Plaisance attractions added millions of dollars to the receipts of the Exposition at the gates, in addition to the revenue from the concessions, is certain, as it was the

custom of many people living in Chicago to attend the Exposition late in the day or evening, simply to hear the music or attend the various entertainments found on the Midway.

Many of the concessions represented faithfully manners, customs, and buildings in strict accordance with the characteristic representations they undertook, and without the Plaisance the great Exposition would have been somewhat less a complete whole than it was.

A table of Midway Plaisance concessions, receipts, etc., will be found at page 482.

TABLES OF CONCESSION GROSS RECEIPTS, REVENUE,
ETC., WITH EXPLANATION.

This table is divided into columns, each column being plainly headed ; but this explanation is necessary to a more definite understanding of the information contained therein.

The first column, headed "Concession No.," gives the number of each concession. These numbers were arbitrary, but followed the order of the dates of the contracts as far as it was possible to do so. The number assigned to a concession was unimportant, as it was simply a means of indexing and readily referring to any and all matters pertaining to the concession. The same number was, of course, adopted throughout the department, for any and all puposes pertaining to the concession. The total number of concessions was 370.

The second column, headed "Operated by," gives the name of party operating the concession, who was often not the party to whom it was originally granted, but a corporation organized for the purpose, to which was transferred the concession contract.

The third column, headed "Character of Concession," gives briefly the character of the business transacted, and very often the popular name of the concession as it was known to the public. For instance, Concession No. 4 is noted in this column, "Cairo Street." Concession No. 7 is noted, "German Village."

The fourth column, headed "Remarks," explains itself.

The fifth heading covers eight columns, being marked at the top "Receipts Classified." In these eight columns the

gross receipts are classified according to the purpose for which money was expended by the visitors, as follows:

No. 1. This classification shows all restaurant gross receipts, except in a very few instances where restaurants were run in connection with amusements so that it was absolutely impossible to segregate same. Such cases were few and the receipts comparatively small. Where soft drinks, liquors, and smokers' articles were sold in the restaurants in such a way as to make it impossible to segregate the receipts thereof, the entire receipts are entered in this column. The amount of gross receipts was \$5,016,609.84.

No. 2. This classification shows gross receipts from peanuts, pop corn, soft drinks, cider, candy, and all such edible articles as are not necessities, except a few which were sold from the slot machines. It includes, however, gum sold from the slot machines, as it was not possible to segregate the gum receipts from the slot machine and receipts from other sales of gum. The amount of the gross receipts was \$1,097,975.43.

No. 3. This classification shows the gross receipts from general admission charges to the streets, villages, etc., like "Cairo Street" and the "German Village," where an admission charge to the concession was provided for in the contract. The Ferris Wheel receipts are included in this classification, as it seems to be, perhaps, the proper place to put it. The number of patrons was 15,242,835, and the amount of gross receipts \$3,420,704.85.

No. 4. This classification shows the gross receipts from admission charges to attractions located inside the concessions, to which the contract provided for admission charges, such as theaters, sleight-of-hand performances, and all other minor features inside concessions to which admission was charged. The number of patrons was 4,172,466. The amount of gross receipts was \$821,072.80.

No. 5. This classification shows the gross receipts from transportation where it was possible to segregate from other receipts. In some cases it was not possible to do so perfectly, as the receipts from this source were so confused with others. A case in mind is the "Snow and Ice Railway," where the receipts for transportation on the railway proper were mixed

with concert-hall receipts and restaurant receipts. In the concessions which were exclusively for the purpose of transportation, like the elevated railway, the electric launches, and the roller chairs, there is, of course, no such confusion. The number of people carried was 11,137,935. The amount of gross receipts was \$1,908,110.63.

No. 6. This classification shows the gross receipts from sales of goods, merchandise, etc. The amount of gross receipts was \$3,644,800.93.

No. 7. This classification shows the gross receipts from cigars and smokers' materials in all cases where these were sold separately. A large part of such receipts will necessarily appear in classification No. 1, as it was impossible to segregate them. The amount of the gross receipts was \$138,949.61.

No. 8. This classification includes miscellaneous receipts, which it was hardly possible to classify. The nature of the concession will, in all these cases, show what these miscellaneous receipts were for. The amount of gross receipts was \$534,827.44.

The next column, headed "Total Gross Receipts," shows the total gross receipts carried out against each concession and the total footing of all the gross receipts, which was \$16,583,051.53.

The next column, headed "Average Percentage," shows the average percentage which each concession paid the Exposition of their gross receipts. There were many concessions which paid different percentages on different classes of receipts. Concession No. 4 (Cairo Street) paid percentages varying from 5 to 25 per cent. The total average percentage was 25.5 per cent.

The next column, headed "Revenue," shows the revenue accruing to the Exposition from each concession.

The total revenue was \$4,237,563.95.

The next column, headed "Largest Number of Stations Operated," shows the largest number of stations operated by any one concession at any one time, and the total largest number of stations, which was 3,542.

The next column, headed "Number of Cash Registers," shows the largest number of cash registers used by any

one concession at any one time. The largest total number was 644.

The next column, headed "Remarks," explains itself.

RECAPITULATION.

Total number of concessions, 370.

Gross receipts, classification No. 1, restaurants.....	\$ 5,016,609 84
Gross receipts, classification No. 2, peanuts, soft drinks, etc.	1,097,975 43
Gross receipts, classification No. 3, general admission to concessions — patrons, 14,372,835.....	3,420,704 85
Gross receipts, classification No. 4, admission to attractions inside of concessions — patrons, 4,172,466.....	821,072 80
Gross receipts, classification No. 5, transportation — patrons, 11,137,935.....	1,908,110 63
Gross receipts, classification No. 6, sales of goods, merchandise, etc.	3,644,800 93
Gross receipts, classification No. 7, cigars and smokers' materials.....	138,949 61
Gross receipts, classification No. 8, miscellaneous.....	534,827 44
Gross receipts, total.....	\$16,583,051 53
Revenue to the Exposition.....	4,237,563 95

Average percentage upon gross receipts25.55 per cent.

Largest number of stations operated 3,542

Largest numbers of cash registers used..... 644

RECAPITULATION OF GROSS RECEIPTS, REVENUE, AND COLLECTIONS.

A glance at the following table, headed as above, will give briefly all the figures relative to the business of the department.

The gross receipts of the concessions were \$16,583,051.53. This does not include any allowance for gross receipts of the sales in foreign sections (page 492), as these permits were usually issued on the basis of a fixed amount per day, the sellers being of such a character that it was not considered profitable to take their statements, as they had no regular concession contracts; it was mostly a case of getting all that was possible under adverse circumstances, and an estimate of the gross receipts would be simply guesswork and of no value.

Under the heading, "This amount is accounted for as follows," in the column marked "per cent," is the percentage which each amount bears to the total revenue.

Items Nos. 1, 2, 3, and 4 are cash or the equivalent of cash, as set forth under the heading "Cost of Collections"

(page 450), making an aggregate of 92.46 per cent of the entire revenue accruing to the Exposition from these sources.

1. Table of "Cash Collections" will be found on page 477.
2. Table of "Allowances for Claims and Damages adjusted by the Adjustment Committee" will be found on page 477.
3. Table of "Cash Deposits applied on Final Settlement" will be found on page 478.
4. Table of "Amounts allowed for Construction" will be found on page 479.

Item No. 5, headed "Credited Back to Irish Villages," amounts to 1.58 per cent of the entire revenue, is really no part of the revenue, and should not appear as a part of the same; but it was necessary to charge the daily percentages accruing to the accounts of these concessions, in order to determine whether the gross receipts and revenue for the season should equal the amount specified in the contract, after which these concessions should pay a percentage to the Exposition. Being but two items, no table is necessary.

Item No. 6, under the heading "Accounts Disputed and in Litigation," is 5.56 per cent of the entire revenue. It is probable that about one-half of this amount will be collected. Some of the concessions are in the hands of receivers or officers of the court, others are adjusted claims against the Exposition of various characters, and some are disagreements as to construction of contract. Table of "Accounts Disputed and in Litigation" will be found on page 479.

Items Nos. 7 and 8, "Suspense Account" and "Balance Uncollected," amount to .4 per cent (four-tenths of 1 per cent) of the entire revenue.

7. Table "Suspense Account" will be found on page 479.
8. Table of "Balance Outstanding Uncollected" will be found on page 480.

RECAPITULATION OF CONCESSION GROSS RECEIPTS, REVENUE, ETC.
May 1, 1893, to February 10, 1894.

AUDITS—Month of May	\$ 188,668 50	
COLLECTIONS—Month of May		\$ 51,182 30
AUDITS—Month of June	595,971 71	
COLLECTIONS—Month of June		338,142 59
Carried forward	\$ 784,640 21	\$ 389,324 89

Brought forward.....	\$ 784,640 21	\$ 389,324 89
AUDITS—Month of July.....	624,018 30	
COLLECTIONS—Month of July.....		561,100 76
AUDITS—Month of August.....	676,141 08	
COLLECTIONS—Month of August.....		568,786 26
AUDITS—Month of September.....	981,791 46	
COLLECTIONS—Month of September.....		825,294 01
AUDITS—Month of October to date.....	1,197,397 49	
COLLECTIONS—Month of October to date ..		1,096,042 39
	<u>\$4,263,988 54</u>	<u>\$3,440,548 31</u>
CONCESSION No. 43—Irish Industries Association (admission).....	46,692 89	
CONCESSION No. 69—Mrs. Alice M. Hart, Irish Village	21,895 09	
TOTAL COLLECTIONS—Garbage, dairy receipts, traveling cranes, etc.		28,946 54
TOTAL AUDITS.....	<u>\$4,332,576 52</u>	
TOTAL COLLECTIONS.....		<u>\$3,469,494 85</u>
Gross receipts, concessions Nos. 1 to 370.....		16,583,051 53
Revenue from concessions Nos. 1 to 370.....		4,237,563 95
Exhibitors' sales, Nos. 1 to 138, revenue collected.....		12,816 81
Traveling cranes, fares collected from passengers		10,219 90
Charges for foreign craft, landing at piers		477 35
Garbage removed, collected for this service.....		1,083 82
Safety deposit vaults, collected for boxes rented.....		657 17
Dairy receipts, collected from sales of product of Dairy Exhibit		6,450 92
Guide service, collected from fees paid by visitors.....		588 00
Music halls, collected from admissions to musical performances given by the Exposition (other musical performances were treated as concessions).....		62,718 60
		<u>\$ 4,332,576 52</u>

This amount is accounted for as follows:

	AMOUNT.	PER CENT.
1. Collected in cash by this department	\$3,469,494 85	80.07
2. Allowances for claims and damages adjusted by Adjustment Committee.....	203,019 02	4.69
3. Cash deposits at the time of signing contracts, applied on final settlement of percentages	82,079 66	1.90
4. Allowed for construction of piers, buildings, etc., under concession contracts.....	251,431 16	5.80
5. Irish villages, revenue charged to these two concessions and rebated under terms of contracts because they did not reach a certain total (see page 475).....	68,587 98	1.58
6. Accounts disputed and in litigation.....	240,807 30	5.56
7. Suspense account, of which \$1,000 is an uncollected check on suspended bank.....	\$7,661 10	
8. Balance outstanding, uncollected..	9,495 45	
	<u>17,156 55</u>	<u>.40</u>
	<u>\$4,332,567 52</u>	<u>100.00</u>

DEPARTMENT OF COLLECTIONS.

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TABLE OF CASH COLLECTIONS.

The amount collected in <i>cash</i> from concessionaires on account of percentage was.....	\$3,374,482 28
From sales in foreign sections.....	12,816 81
Traveling cranes.....	10,219 90
Foreign craft landing at piers, wharfage charges.....	477 35
Garbage removal.....	1,083 82
Safety deposit vaults.....	657 17
Dairy receipts.....	6,450 92
(This account was for receipts from the milk, butter, etc., which were the product of the Dairy Exhibit of the Exposition.)	
Guide corps.....	588 00
(This was received from fees paid the guides by visitors.)	
Music halls.....	62,718 60
Total.....	\$3,469,494 85

TABLE OF ALLOWANCES FOR CLAIMS AND DAMAGES ADJUSTED
BY THE ADJUSTMENT COMMITTEE.

Con. No.	3—Elia-Souhami, Sadullah Company.....	\$1,500 00	\$2,200 00
" "	4—Egypt-Chicago Exposition Company.....	700 00	500 00
" "	7—German Eth. Exposition Company.....	5,000 00	7,000 00
" "	8—L. J. Kadish, Natatorium.....	1,000 00	9,727 43
" "	13—Columbian Moorish Palace Company.....	1,000 00	1,625 00
" "	14—Benj. Henneberg.....	2,078 80	3,025 60
" "	18—E. R. Nichols & Co.....	7,648 63	3,000 00
" "	19—Intramural Railroad Company.....	775 60	8,014 97
" "	23—Van Houten & Zoon.....	2,250 00	238 41
" "	24—L. A. Thurston.....		3,357 40
" "	28—A. Sifco & M. Ganon.....		2,000 00
" "	31—Hungarian Cafe Company.....	817 35	3,806 03
" "	35—Meeker & Willard.....	1,182 65	2,500 00
" "	36—W. M. Lowney Company.....	1,806 03	1,666 66
" "	37—Electric Launch & Navigation Co.....	1,650 00	1,755 50
" "	38—Venice-Murano Company.....	105 50	800 00
" "	39—World's Fair Captive Balloon Co.....	400 00	300 00
" "	45—M. F. Gallagher & Co.....	400 00	32 00
" "	46—Adams & Cobb.....		3,502 99
" "	50—D. Moretti.....		5,000 00
" "	51—Elia-Souhami, Sadullah Company.....	800 00	852 50
" "	54—Gilbert M. King.....	52 50	3,018 76
		1,252 60	
		1,766 16	
	Carried forward.....		\$63,923 25

	Brought forward		\$63,923 25
Con. No.	55—S. H. Hale		1,243 19
" "	56—Smith Exploring Company		500 00
" "	59—International Dress & Costume Co.		2,000 00
" "	64—E. L. & E. M. Requa		738 57
" "	67—W. W. Dreyfoos		3,486 85
" "	68—W. B. Conkey Company		20,000 00
" "	71—Cottentin & Zieman		1,023 88
" "	75—Y. Maurai		90 00
" "	78—Richard Stockton		3,383 36
" "	81—Koenig & Greisser	{ \$ 620 00	834 00
" "	86—Ludovic de Spiridon	214 00	190 55
" "	87—Hagenbeck Arena Company	{ 2,500 00	6,185 00
" "	88—Lee Cahn	600 00	84 46
" "	94—Wellington Catering Company	3,085 00	66,654 49
" "	95—Fraise Peters		60 00
" "	102—Franz Triacca	{ 500 00	588 12
" "	103—B. F. Norris, Alister Company	88 12	3,880 34
" "	105—Robert Lindblom		252 78
" "	107—J. J. Gibson		2,534 51
" "	114—Eugene Leneuf		200 00
" "	116—Oceanic Trading Company		250 00
" "	121—Columbian Guide Company		5,000 00
" "	122—Julius Berkey & Ford Johnson Co.		75 00
" "	133—Lapland Village Exhibition Co.	{ 1,100 00	2,322 30
" "	136—Elizabeth W. Riley	1,222 30	75 00
" "	137—Arthur Schwartz	{ 50 00	300 00
" "	150—Smith & Upham	250 00	12,519 79
" "	154—Secord & Hopkins		165 49
" "	172—Ardeshir & Byramji		250 00
" "	208—Berriman Bros.		778 66
" "	223—A. J. Johnston	{ 160 00	435 00
" "	253—P. B. Wickham	275 00	66 00
" "	257—S. K. Bistani		1,340 00
" "	258—English Military Tournament Co.		1,190 36
" "	358—Lawson & Soper		271 72
" "	368—M. Berliner		126 35
			<hr/>
			\$203,019 02

TABLE OF CASH DEPOSITS TO BE APPLIED ON FINAL SETTLEMENT.

Con. No.	4—Egypt—Chicago Exposition Company	\$ 262 00
" "	46—Adams & Cobb	25,000 00
" "	57—World's Fair Tower Company	500 00
" "	67—W. W. Dreyfoos	1,500 00
" "	68—W. B. Conkey Company	10,000 00
" "	72—J. H. Dilworth & Co.	{ \$500 00
" "	73—Columbia Soft Drink Company	500 00
		1,000 00
		10,000 00
		<hr/>
Carried forward		\$48,262 00

DEPARTMENT OF COLLECTIONS.

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	Brought forward	\$48,262 00
Con. No. 82	— B. D. Spencer	472 12
" "	88 — Lee Cahn	2,000 00
" "	103 — B. F. Norris, Alister Company	5,000 00
" "	105 — Robert Lindblom	2,500 00
" "	114 — La Collective de la Boulangerie Francaise	400 00
" "	119 — Union News Company	787 16
" "	121 — Columbian Guide Company	10,000 00
" "	122 — Julius Berkey	2,756 10
" "	123 — M. F. Moss	865 05
" "	133 — Lapland Village Exhibit Company	1,000 00
" "	136 — Elizabeth W. Riley	139 76
" "	144 — Apollinaris Company, Limited	426 25
" "	154 — Secord & Hopkins	2,000 00
" "	161 — A. P. de la Riberio	116 21
" "	170 — Jos. Baker & Co.	75 58
" "	171 — Hulie Meret	4 39
" "	176 — Edward Bertault	5,000 00
" "	286 — J. R. Reavis	48 00
" "	344 — Envelope & Stamp Machine Co.	227 04
		<hr/>
		\$82,079 66

TABLE OF AMOUNTS ALLOWED FOR CONSTRUCTION.

Con. No. 15	— World's Fair Steamship Company	\$ 46,690 79
" "	73 — Columbian Exposition Soft Drink Company	300 00
" "	78 — Richard Stockton	15,000 00
" "	94 — Wellington Catering Company	30,000 00
" "	102 — Franz Triacca	3,200 00
" "	105 — Robert Lindblom	3,500 00
" "	135 — Elizabeth W. Riley	2,000 00
" "	140 — Clow Sanitary Company	150,085 39
" "	173 — City News Company	654 98
		<hr/>
		\$251,431 16

TABLE OF ACCOUNTS DISPUTED AND IN LITIGATION.

Con. No. 10	— J. S. Morris	\$ 17,213 25
" "	16 — George Barrie	6,426 00
" "	21 — Waukesha Hygeia Mineral Springs Company	29,629 48
" "	30 — Columbia Casino Company	43,954 37
" "	35 — E. R. Meeker	576 89
" "	53 — Crane Company	1,232 74
" "	58 — George W. Ferris	84,422 28
" "	68 — W. B. Conkey Company	1,865 20
" "	79 — Multiple Speed & Traction Co.	29,458 39
" "	81 — Koenig & Greisser	7,820 50
" "	134 — W. D. Preston et al	272 68
" "	141 — Hale Elevator Company	17,135 52
" "	218 — Thos. Stevens	800 00
		<hr/>
		\$240,807 30

TABLE OF SUSPENSE ACCOUNT.

Con. No. 31	— Hungarian Cafe Company	\$ 1,000 00
" "	28 — A. Sifco	6,661 10
		<hr/>
		\$ 7,661 10

TABLE OF BALANCE OUTSTANDING UNCOLLECTED.

Con. No. 39 — World's Fair Captive Balloon Company.....	\$ 1,213 73
“ “ 41 — Hyde Park Gas Company.....	3,666 18
“ “ 59 — International Dress & Costume Co.....	731 11
“ “ 89 — Mrs. W. R. Robeson.....	167 97
“ “ 94 — Wellington Catering Company.....	3,466 17
“ “ 257 — S. K. Bistani.....	167 83
“ “ 296 — J. B. Campbell.....	82 46
	<hr/>
	\$ 9,495 45

CONCLUSION.

The superintendent believes that a study of this report as rendered, and analysis of the tables of figures forming a part of the report, will give any information which may be needed for general purposes.

Accurate figures in detail, relating to any particular concession account, can be gotten by reference to the books and papers of the department, all of which are in possession of the Exposition.

This report could have been shortened very materially, but at the possible risk of omitting information which might be valuable or of not fully explaining many matters of detail so that they would be fully understood by any one interested in the matter.

On the other hand the report might have been amplified to much greater proportions, and while, undoubtedly, some further information would have been included, it would have been at the risk of much tiresome repetition and of inserting a great deal of valueless and uninteresting matter.

The superintendent unfortunately contracted a serious illness within a week after the Exposition closed and was compelled to leave the scene of the labors of the department, and has never been able to return, owing to other engagements which took effect as soon as he was able to meet them. Thus he has labored under the great disadvantage of compiling this report at a distance of many hundred miles from the original records and papers; and while the figures as given are absolutely correct, there are many small

items of interesting information which might have been incorporated in the report but for the circumstances mentioned.

The superintendent believes, however, that everything really necessary to the full understanding of the working of the department is contained herein.

All of which is respectfully submitted, with the hope that the report as formulated may be satisfactory and in full accordance with your views as to what it should contain and as to the form in which it is expressed.

Very respectfully yours,

PAUL BLACKMAR,
*Superintendent Collections,
World's Columbian Exposition.*

WORLD'S COLUMBIAN EXPOSITION.

DEPARTMENT OF COLLECTIONS—May 1, 1893, to February 10, 1894.

CONCESSIONS.

No.	GRANTED TO	TO OPERATE.	Gross Receipts.	Exposition Revenue.	Cash Collections.	Claims Allowed.	Balance Due.
1	Barre Sliding Railway Co.	Sliding Railway					
2	J. D. McBride	Memorials of U. S. Government	\$74,601 64	\$21,274 31	\$10,074 31	\$2,200 00	
3	Ella-Souhami, Sadullah & Co.	Turkish Village	787,820 95	158,093 02	158,093 02	702 00	
4	Egypt-Chicago Exposition Co.	Cairo Street	106,684 56	23,215 20	23,215 20		
5	W. S. Troop & Co.	Home Restaurant	622,588 35	121,627 61	788 21		
6	Keppeler & Schwartzmann.	Lithographing	622,588 35	121,627 61	114,927 04	7,000 00	
7	Ulrich Jahn	German Village	233,500 30	70,007 05	60,273 62	9,727 43	
8	L. J. Kadish	Natorium Village	233,500 30	70,007 05	33,655 85		
9	J. W. Skiles & Co.	Esquimaux Village	103,153 75	23,485 48	5,252 24		
10	J. S. Morris	New England Clam Bake	249,884 05	17,677 55	17,677 55		\$17,213 25
11	J. S. Morris	Banquet Hall	14,363 95	17,077 90	4,075 90		
12	J. J. Mannion & Co.	Jacquard Looms	20,734 70	15,005 00	15,000 00		
13	Columbian Moorish Palace Co.	Chocolate and Cocoa	420,734 00	112,356 22	110,731 22	1,625 00	
14	Benjamin Henneberg	Moorish Palace	420,734 00	112,356 22	110,731 22	1,625 00	
15	World's Fair Steamship Co.	Panorama of Bernese Alps	64,233 75	21,407 34	18,381 74	3,025 60	
16	George Barrie	Steamships	223,321 35	46,690 70			46,690 70
17	George Barrie	Official Illustrated Works	69,547 00	34,773 50	28,347 50		6,436 00
18	E. R. Nichols & Co.	Lemonade and Popcorn	181,988 72	105,093 40	102,093 49	3,000 00	
19	Western Dummy Railroad Co.	Intramural Railway	577,706 00	144,436 30	136,421 42	8,014 97	
20	Xavier Pene	Dahomey Village	173,152 50	97,787 54	27,787 54		
21	Waukesha Hygeia Mineral Springs Co.	Waukesha Water	75,904 02	30,351 31	9,721 83		20,630 48
22	Chemical National Bank	Safety Vaults	31,986 22	15,616 73	15,378 32	238 41	
23	Van Houten & Zoon	Cocoa and Chocolate	61,590 70	20,405 00	17,138 59	3,267 40	
24	Lorin A. Thurston	Volcano Mt. Kilauca	490,324 60	122,583 42	122,583 42		
25	Libbey Glass Co.	Glassware	13,806 56	3,736 02	3,736 02		
26	Crown Pen Co.	Fountain Pens	1,820 52	1,573 04	1,573 04		
27	Mrs. Helen V. Holmes	Flags of all Nations	257,000 34	27,457 32	18,706 22		6,661 10
28	A. Sifco and E. Ganon	Algerian Village	1,820 52	1,573 04	1,573 04		
29	Star & Crescent Mills Co.	Terry Fabrics	8,100 66	1,305 35	1,305 35	2,000 00	
30	Columbia Casino Co.	Casino Restaurant	180,146 94	47,287 02	3,393 66		43,954 37
31	Hungarian Cafe Co.	Hungarian Cafe	50,410 75	12,683 67	7,877 64	3,806 03	1,000 00
32	Hercules Iron Works	Ice and Cold Storage	7,165 51				
33	W. F. White	Chinese Village	64,207 22	15,287 94	15,287 94		
34	W. F. White	Steam Launches	50,456 75	12,612 04			576 89
35	E. R. Meeker	Chinese Village	22,322 35	15,000 00	13,333 34	1,666 66	
36	Walter M. Lowney & Co.	Chocolate and Bonbons					
Amounts carried forward.			\$5,610,890 71	\$1,316,700 65	\$1,115,625 27	\$48,923 50	\$152,151 88

CONCESSIONS.—Continued.

No.	GRANTED TO	TO OPERATE.	Gross Receipts.	Exposition Revenue.	Cash Collections.	Claims Allowed.	Balance Due.
37	Amounts brought forward						
38	Electric Launch & Navigation Co.	Electric Launches	\$5,610.80	\$1,316,700.05	\$1,115,625.27	\$48,923.50	\$152,151.88
39	Vence-Murano Co.	Venetian Glass and Mosaics	342,376.15	114,126.18	112,370.68	1,755.50	
40	World's Fair Captive Balloon Co.	Captive Balloon	51,553.55	5,278.34	4,478.34	800.00	
41	W. W. & C. B. Sheridan	Wood Souvenirs	31,612.55	8,069.19	6,575.46	300.00	1,213.73
42	Hyde Park Gas Co.	Gas	2,890.55	919.39	919.39		
43	Moorish Dwelling House.	(Annulled)	57,365.83	13,385.36	9,719.18		3,666.18
44	Irish Industries Association	Blarney Castle					
45	Diamond Match Co.	Safety Matches	138,869.25	67,658.37	20,965.45	46,692.89	
46	Michael F. Gallagher	Flowers	390.85	390.85	390.85		
47	Adams & Cobb	Wheel Chairs	18,543.56	4,635.92	4,603.92	32.00	
48	E. F. Hynes	Fresh Fruits	394,936.23	78,465.48	49,962.40	28,502.99	
49	Eadweard Muybridge	Zoopraxigraphic Circus	49,572.86	15,849.85	15,849.85		
50	Kunao Ito	Nippon Tea House	320.05	106.62	106.62		
51	Ella-Souhami, Sadullah & Co.	Gondolas and Barges	28,616.00	2,359.59	2,359.59		
52	Consolidated Manufacturing Co.	Persian Exhibit	62,030.00	15,728.16	10,728.16	5,000.00	
53	Crane Co.	Brush Factory	103,308.72	20,745.12	19,892.62	852.50	
54	Great White Horse Inn Co.	Machinists' Supplies	4,677.00	1,163.44	1,163.44		
55	S. H. Hale	Great White Horse Inn	154,005.37	1,232.74			1,232.74
56	Smith Exploring Co.	Elevator and Cafe	117,459.65	20,149.49	26,130.73	3,018.76	
57	World's Fair Tower Co.	Cliff Dwellers	19,722.85	4,552.64	3,309.45	1,243.19	
58	George W. Ferris	Spiral Tower	87,366.28	28,758.56	28,258.56	500.00	
59	International Dress & Costume Co.	Ferris Wheel		500.00		500.00	
60	P. J. Klobassa	Beauty Show	733,086.60	212,218.03	127,705.75		
61	De La Vergne & Rankin	Polish Restaurant	166,020.56	41,507.67	38,776.56		84,422.28
62	Best & Co.	Snow and Ice Railway	113,472.72	28,116.55	28,116.55	2,000.00	731.11
63	F. H. Noble & Co.	Silk Weaving Rooms	67,319.05	24,665.42	24,665.42		
64	E. M. & E. L. Requa	Souvenir Card Holders	7,406.25	2,219.12	2,219.12		
65	Hydraulic Press Manufacturing Co.	Liberty Bell Souvenirs	16,913.00	4,229.67	4,229.67		
66	Simon Bros. & Co.	Cider	235,069.70	5,758.41	5,019.84	738.57	
67	W. W. Dreyfoos	Lathes and Thimbles	26,319.20	8,773.78	8,773.78		
68	W. B. Conkey Co.	Fans, etc.	21,681.25	7,227.02	7,227.02		
69	Mrs. Alice M. Hart	Official Catalogue	38,807.46	11,964.74	6,937.89	4,986.85	
70	Reuter Telegram Co.	Donegal Castle	232,615.60	58,153.89	26,288.69	30,000.00	1,865.20
71	Cottentin & Sieman	French Cider Press	65,180.96	27,078.85	5,783.76	21,835.09	
72	J. H. Dilworth & Co.	Temperance Drinks	9,001.10	2,219.55			
73	Columbia Soft Drink Co.	Soda Water	16,471.63	7,420.81	6,420.81	1,000.00	
74	W. H. Lowdermilk	Relics of Columbus	316,759.91	116,333.14	106,033.14	10,300.00	
75	Y. Maurai	Japanese Bazaar	46,976.46	10,706.27	10,706.27		
76	Kilburn & Davis	Stereoscopic Negatives	206,283.63	41,254.91	41,164.91	90.00	
	Amounts carried forward		\$9,379,206.25	\$2,340,363.77	\$1,884,824.93	\$310,155.72	\$245,283.12

CONCESSIONS.—Continued.

No.	GRANTED TO	TO OPERATE.	Gross Receipts.	Exposition Revenue.	Cash Collections.	Claims Allowed.	Balance Due.
	Amounts brought forward.....						
77	The American Vending Machine Co.	Perfumery Machines.....	\$9,379,206 25	\$2,340,263 77	\$1,884,824 93	\$210,155 72	\$245,383 12
78	Richard Stockton.....	Cafe de Marine.....	1,695 34	565 10	565 10	18,383 36	29,458 59
79	Multiple Speed & Traction Co.	Movable Steamwalk.....	173,613 05	43,403 28	25,019 92		
80	Williamatic Linen Co.	Thread Winding Machines.....	55,207 00	29,458 39			
81	Koenig & Greissner.....	Vienna Cafe.....	2,928 75	350 96	350 96		
82	B. D. Spencer.....	Boot and Shoe Blacking.....	88,473 15	23,180 10	14,525 60	884 00	7,820 50
83	International Eisteddfod Association	Competitive Musical Exercises.....	1,955 40	836 54	364 42	472 12	
84	Mrs. E. W. Shippen.....	Toilet Articles.....	15,270 60	1,527 06	1,527 06		
85	Amy G. Ayer.....	Toilet Articles.....	2,568 40	642 24	642 24		
86	Ludovic de Spiridon.....	St. Peter's Model.....	1,792 20	445 99	445 99		
87	Hagenbeck's Zoological Arena Co.	Zoological Show.....	5,958 00	1,976 02	1,976 02	190 55	
88	Lee Cahn.....	Cigars and Smokers' Articles.....	536,708 65	131,714 34	125,529 34	6,185 00	
89	Mrs. W. R. Robeson.....	Columbus Coat of Arms.....	66,690 15	16,673 78	14,589 32	2,084 46	
90	Heyworth & Emerson.....	Stationery, etc.....	41,198 80	10,301 05	10,133 08		167 97
91	I. R. Leeson & Co.....	Thread Winding Machinery.....	2,339 25	4,008 67	582 49		
92	Barrett & Barrett.....	Sweet Cider.....	11,080 95	2,769 66	2,769 66		
93	C. H. Taney.....	Official Directory.....	1,629,482 69	408,049 40	307,928 74	96,554 49	3,466 17
94	Wellington Catering Co.	Restaurants.....	59,029 90	14,757 74	14,697 74	60 00	
95	Fraisse Peters.....	French Restaurant.....	27,448 50	19,214 49	19,214 49		
96	Adams & Sons Co.	Chewing Gum.....	5,893 90	1,473 42	1,473 42		
97	Geneva Optical Co.	Eye Glasses, etc.....	35,469 90	6,937 63	6,937 63		
98	Samuel B. Jacobs.....	Umbrellas.....					
99	(See Concession No. 18)	Tunisian Cafe.....	54,049 65	4,352 33	4,352 33		
100	Amadee Macquaire.....	Advertising Space.....	5,662 55	2,881 26	2,881 26		
101	R. B. Ayres.....	German Restaurant.....	333,560 85	82,767 62	78,979 50	3,788 12	
102	Franz Triacca.....	Souvenir Spoons, etc.....	168,978 75	45,094 40	36,214 06	8,880 34	
103	B. F. Norris, Allister Co.	Souvenir Postal Cards.....	46,450 22	6,968 74	6,968 74		
104	Chas. W. Goldsmith.....	Swedish Restaurant.....	86,098 50	21,538 66	15,285 88	6,252 78	
105	Robt. Lindblom.....	Toilet Articles.....	1,650 00	412 58	412 58		
106	Pearson & Miller.....	Photographs.....	8,448 37	2,534 51	917 30	2,534 51	
107	I. J. Gibson.....	Candy Medallions.....	3,665 30	72 64	72 64		
108	D. R. Goudie.....	Cigarette Paper.....	485 10				
109	Abadie & Co.....	Mammoth Crystal Cave.....	107,519 50	11,800 45	11,800 45		
110	See Concession No. 3.....	Art and Handicraft in W. Bldg.	5,446 65	544 71	544 71		
111	Allaugh & Keith.....	Photographs.....	31,245 70	10,459 54	10,459 54		
112	Boussod Valadon & Co.	French Bakery.....	51,734 40	13,583 62	12,983 62	600 00	
113	Chicago Central Photograph Co.	Colorado Wild Flowers.....	21,453 81	5,338 49	5,338 49		
114	La Coll de la Bou, Francaise	South Sea Island Theater.....	93,224 35	23,646 80	23,396 80	250 00	
115	Alida P. Lansing Co.						
116	Oceanic Trading Co.						
	Amounts carried forward.....		\$13,166,109 73	\$3,391,965 77	\$2,648,474 17	\$367,325 45	\$286,196 15

CONCESSIONS.—Continued.

No.	GRANTED TO	TO OPERATE.	Gross Receipts.	Exposition Revenue.	Cash Collections.	Claims Allowed.	Balance Due.
117	Amounts brought forward.....						
118	C. du Pasquiere.....	Model of Eiffel Tower.....	\$13,166,109 72	\$3,291,995 77	\$2,648,474 17	\$357,325 45	\$286,196 15
119	Rosa Sonneschein.....	Souvenir Hand Satchels.....	33,410 70	9,997 74	9,997 74		
120	Union News Co.....	Souvenir Hand Satchels.....	6,657 50	1,664 51	1,664 51		
121	American Graphophone Co.....	News Stands.....	33,593 77	8,398 43	7,611 27	787 16	
122	Columbian Guide Co.....	Graphophones.....	24,296 80	8,088 97	8,088 97		
123	Julius Berkey.....	Columbian Guides.....	115,845 10	38,887 35	23,887 35	15,000 00	
124	M. F. Moss.....	Portable Chairs.....	35,197 60	17,588 31	14,757 21	2,831 10	
125	Miss Caroline Hyde.....	Souvenir Locket and Ring.....	32,162 50	6,433 30	5,568 25	865 05	
126	W. H. Lawrence & Co.....	Artificial Fruits.....	4,327 65	1,082 09	1,082 09		
127	A. M. Lawreiss.....	Colorado Wild Flowers.....	4,625 30	1,130 95	1,130 95		
128	J. H. Brinker.....	Gold and Silver Filigree.....	4,408 70	440 93	440 93		
129	Henderson Hayward.....	Souvenir Cotton Bales.....	215 45	53 95	53 95		
130	Lorenzo E. Dow.....	Heyward Restaurant.....	143,657 70	35,914 62	35,914 62		
131	L. K. Schofield.....	Certificates, Visitation.....	3,635 05	486 84	486 84		
132	David Blakely.....	Stamped Medals.....	13,141 85	6,570 98	6,570 98		
133	W. Marsh Kasson.....	Vienna Maennerchor Society.....					
134	Lapland Village Exhibition Co.....	Bureau of Public Comfort.....	63,716 45	15,929 25	12,606 95	3,322 30	
135	Waltonian Manufacturing Co.....	Lapland Village.....	5,399 40	1,797 04	1,524 36		273 68
136	Elizabeth W. Riley.....	Whaling Bark "Progress".....	439 35	109 76	109 76		
137	Arthur Schwartz.....	Roof Garden Cafe.....	185,531 60	46,380 19	44,165 43	2,214 76	
138	Arthur Schwartz.....	Electric Scenic Theater.....	22,897 50	7,632 58	7,332 58	300 00	
139	Rosensteel & Purcell.....	Tachyscopes.....	4,552 99	1,517 50	1,517 50		
140	Clow Sanitary Co.....	Barber Shop.....	12,378 25	2,844 69	2,844 69		
141	Hale Elevator Co.....	Sanitary Arrangements.....	300,170 80	150,085 39	10,016 88		150,085 39
142	S. J. Tellery.....	Elevators, Manufactures Bldg.....	108,609 50	27,152 40	8,100 74		17,135 52
143	John Chrysander.....	East India Ware.....	81,005 15	8,100 74	1,160 75		
144	F. A. Hardy Co.....	Swedish Confectionery.....	3,482 73	1,095 06	598 81	436 25	
145	C. D. Osborn & Co.....	Apollinaris Water.....	4,099 60	1,369 60	369 60		
146	Arnold & Higinbotham.....	Lenses, Spectacles, etc.....	1,478 63	940 65	940 65		
147	Nancy Houston Banks.....	Gloves.....					
148	Henderson Hayward.....	Official Photographs.....	1,940 00	483 00	483 00		
149	Uman & Smith.....	"Last Nail" Brooch.....	102,801 00	25,485 14	25,485 14		
150	A. H. Phelps.....	Philadelphia Cafe.....	32,139 55	20,890 70	8,370 91	12,519 79	
151	George Barrie.....	Checking Privileges.....	12,709 65	3,177 64	3,177 64		
152	Evan Lloyd.....	Electric Glass Engraving.....	5,005 03	1,668 35	1,668 35		
153	Second & Hopkins.....	Fresh Fruit.....	88,073 95	28,946 82	26,781 33	2,165 49	
154	Clough & McConnell.....	Confections.....	9,092 05	2,273 02	2,273 02		
155	Crompton Silk Co.....	Wire Corkscrews.....	20,434 90	5,108 72	5,108 72		
156	Amounts carried forward.....	Crompton Looms.....	\$14,691,807 09	\$3,781,813 73	\$2,930,366 64	\$397,757 35	\$453,669 74

CONCESSIONS.—Continued.

No.	GRANTED TO	TO OPERATE.	Gross Receipts.	Exposition Revenue.	Cash Collections.	Claims Allowed.	Balance Due.
	Amounts brought forward.....						
157	Pred. A. Stocks.....	Medalettes.....	\$14,691,807 09	\$3,781,813 73	\$2,930,366 64	\$387,757 35	\$453,689 74
158	Joseph Zich.....	Embroidered Goods.....	51,062 05	12,763 27	13,763 27
159	Samuel Moore.....	Chains and Necklaces.....	8,447 45	2,111 85	2,111 85
160	Wertheimer & Mathias.....	Cigars.....	11,106 05	2,776 51	2,776 51
161	A. P. de la Ribiero.....	Brazilian Exhibit.....	4,119 75	1,038 33	1,038 33
162	Auguste Leroy.....	French Glassware.....	11,689 25	2,917 47	2,801 26	116 21
163	Ferracute Machine Co.....	Aluminum Goods.....	5,215 20	2,086 29	2,086 29
164	Miss Laura Hayes.....	Souvenir Book and "Last Nail".....	5,881 45	1,470 36	1,470 36
165	Chicago Evening Journal Co.....	<i>Evening Journal</i>	6,014 90	1,528 40	1,528 40
166	Chicago Daily News Co.....	<i>Daily News</i>	887 20	43 36	43 36
167	The Mail Co.....	<i>Evening Mail</i>	2,203 60	110 18	110 18
168	Chicago Evening Post Co.....	<i>Evening Post</i>	254 00	12 70	12 70
169	H. K. Mulford & Co.....	Potash Tablets.....	1,781 40	89 07	89 07
170	Jos. Baker & Co.....	Confectionery.....	415 40	138 46	138 46
171	Julie Meret.....	Confections.....	38,055 90	8,013 97	7,998 39	75 58
172	Ardeshir & Byramji.....	East India Wares.....	793 85	254 29	249 90	4 39
173	City News Co.....	<i>The Daily Columbian</i>	21,766 10	2,176 61	1,926 61	250 00
174	Christy Knife Co.....	Knives.....	14,193 80	709 69	54 71	654 98
175	C. M. Wells.....	Restaurant.....	3,739 90	894 98	984 98
176	Edward Bertault.....	Chocolat-Menier.....	56,157 40	14,088 63	14,088 63
177	Mrs. E. S. Brinton.....	New England Log Cabin.....	49,999 80	14,999 94	9,999 94	5,000 00
178	Miss Kate Breen.....	Cat's-eye Jewelry.....	51,552 60	12,888 15	12,888 15
179	Geo. H. Hess.....	Waiting Room, Van Buren St. Typewriting.....	3,659 75	914 94	914 94
180	Wyckoff, Seamans & Benedict.....	Whips.....	99 40	9 94	9 94
181	U. S. Whip Co.....	"Old Vienna".....	1,378 10	344 53	344 53
182	Old Vienna at Chicago Co.....	Chocolate.....	485,702 35	98,348 56	98,348 56
183	Harry Vincent.....	Silk Book Marks.....	177 45	21 66	21 66
184	W. H. Grant & Co.....	Colorado Scenes.....	7,294 10	1,831 03	1,831 03
185	L. M. Allen.....	Lake Superior Stones.....	3,565 40	891 34	891 34
186	G. Delmel.....	Pins.....	1,617 60	404 40	404 40
187	Hy. Bornstein & Co.....	Dolls.....	1,622 50	540 83	540 83
188	Roy & Bissell.....	Silk Goods—Fish Lines.....	3,636 20	909 05	909 05
189	Nachaug Silk Co.....	Silk Goods.....	1,588 85	397 21	397 21
190	Phoenix Silk Co.....	Cider and Maple Sugar.....	36,617 25	9,154 31	9,154 31
191	Hydraulic Press Manufacturing Co.....	Embroidered Goods.....	27,108 50	6,792 12	6,792 12
192	Schermer, Blau & Co.....	Kentucky Restaurant.....	4,807 30	1,496 82	1,496 82
193	S. P. Gross.....	Florida Curios.....	15,251 25	3,812 81	3,812 81
194	Arthur C. Jackson.....	Bird's-eye Views.....	68,503 95	17,125 99	17,125 99
195	Continental Publishing Co.....	Scrip Jewelry.....	537 05	134 26	134 26
196	Laughlin & Smith.....	2,360 90	786 99	786 99
	Amounts carried forward.....		\$15,696,651 64	\$4,006,833 03	\$3,149,284 78	\$403,858 51	\$453,689 74

CONCESSIONS.—Continued.

No.	GRANTED TO	TO OPERATE.	Gross Receipts.	Exposition Revenue.	Cash Collections.	Claims Allowed.	Balance Due.
197	Amounts brought forward.....		\$15,696,551 64	\$4,006,893 03	\$3,149,284 78	\$403,858 51	\$453,689 74
198	Harriet Monroe.....	Columbian Memorial Ode.....	17 50	4 88	4 88		
199	Frank J. Duggan.....	Potter's Wheel Goods.....	2,183 25	727 74	727 74		
200	Eugene Valensin.....	French Novelties.....	5,534 90	1,071 12	1,071 12		
201	Geo. F. Warren.....	Cigar and News Stands.....	3,749 75	937 43	937 43		
202	Miss May Mitchell.....	Amber Goods.....	2,518 10	629 53	629 53		
203	Libbie E. Abbee.....	Cand Writing.....	690 10	172 53	172 53		
204	Mary A. Gardner.....	Fish-scale Jewelry.....	2,261 35	565 33	565 33		
205	Jacob Bencherit.....	Mosque of Tangiers.....	1,618 10	404 52	404 52		
206	Dispatch Newspaper Co.....	<i>Dispatch</i>	395 00	19 75	19 75		
207	Staats Zeitung Co.....	<i>Staats Zeitung</i>	87 20	4 36	4 36		
208	Cramer & Eastman.....	Photographic Outfits.....					
209	Berriman Bros.....	Cigars.....	86,509 20	21,627 30	20,848 64	778 66	
210	C. F. Hall.....	Electroplating.....	1,705 65	426 41	426 41		
211	Prof. W. L. Tomlins.....	Souvenir Song Book.....	139 45	32 62	32 62		
212	Clayton F. Summy.....	Music Score Books.....	693 80	173 45	173 45		
213	Orcutt & Co.....	Lithographing.....	4,542 05	1,135 51	1,135 51		
214	A. J. Thrasher.....	Ohio Maple Sugar.....	1,842 85	614 28	614 28		
215	American Box Machine Co.....	Paper Boxes.....	546 85	136 72	136 72		
216	Drake & Co.....	Petrified Wood.....	3,251 45	812 86	812 86		
217	Thaddeus Galeski.....	Centennial Poem.....	13 50	3 38	3 38		
218	M. D. Simon.....	Glass Engraving.....					
219	Thos. Stevens.....	Silk Looms.....	11,728 85	2,932 22	2,132 22		800 00
220	John R. Adams.....	Colored Spectacles.....					
221	Jas. H. Crockwell.....	Utah Views.....	155 15	38 79	38 79		
222	J. J. Mannion & Co.....	Submarine Diving.....	18,029 70	4,507 35	4,507 35		
223	Geo. Bowman.....	Bicycle Racine Machines.....	185 50	61 84	61 84		
224	A. J. Johnston.....	Ostrich Farm.....	44,825 85	11,206 47	10,771 47	435 00	
225	M. Chevalliers.....	Glass Engraving.....	466 00	121 50	121 50		
226	J. H. Caruss & Co.....	Lenses, etc.....	3,376 50	844 13	844 13		
227	C. Vessaires Bros.....	Glass Engraving.....	402 85	100 71	100 71		
228	F. A. Whelan.....	Mount Vernon Views.....	792 70	198 18	198 18		
229	John Combet.....	French Confectionery.....	2,978 35	1,184 59	1,184 59		
230	S. Lubin & Co.....	Optical Goods.....	5,069 70	1,267 43	1,267 43		
231	Edward Dunham.....	California Wood Souvenir.....	9,255 55	2,313 89	2,313 89		
232	C. L. Hutchinson.....	Greek Currants.....	353 10	88 28	88 28		
233	E. S. Youtcheff.....	Bulgarian Goods.....	4,374 65	874 93	874 93		
234	R. Vincent.....	Glass Engraving.....	371 25	55 08	55 08		
235	Java-Chicago Exposition Co.....	Java Village.....	154,995 00	46,399 74	46,399 74		
236	Mrs. Lansing.....	Silk Cocoons.....	152 60	38 15	38 15		
237	Chicago Braiding & Embroidery Co.....	Embroidered Goods.....	7,093 00	1,773 25	1,773 25		
238	Amounts carried forward.....		\$16,079,477 39	\$4,110,249 28	\$3,250,087 37	\$405,072 17	\$454,489 74

CONCESSIONS.—Continued.

No.	GRANTED TO	TO OPERATE.	Gross Receipts.	Exposition Revenue.	Cash Collections.	Claims Allowed.	Balance Due.
237	Amounts brought forward.....						
238	G. Pandofelli.....	Panorama of Pompeii.....	\$16,079,477 39	\$4,110,249 28	\$3,250,687 37	\$405,072 17	\$454,489 74
239	R. A. Campbell.....	Gold Mine.....	19,505 75	4,876 44	4,876 44		
240	W. S. P. Glove Co.....	Gloves.....	18,716 50	4,679 31	4,679 31		
241	J. A. Nair.....	News Stands.....	1,022 25	746 59	746 59		
242	J. A. Nair.....	News Stands.....					
243	Woman's Silk Culture Association.....	Silk Goods.....	17,050 10	2,557 52	2,557 52		
244	Miss Kate Thorne.....	Fish-scale Jewelry.....					
245	O. L. Allen.....	State Ribbon Badges.....	1,242 85	310 72	310 72		
246	L. F. Douglass.....	Phonographs.....	3,669 70	1,189 06	1,189 06		
247	Mrs. B. H. Palmer.....	Salesroom.....	42,882 40	2,144 12	2,144 12		
248	K. Ogawa.....	Ho-O-den Books.....	188 70	37 74	37 74		
249	T. R. Roddy.....	American Indian Village.....	24,307 80	6,051 63	6,051 63		
250	Mueller Retail Co.....	Austrian Goods.....		3,600 00	3,600 00		
251	Romeyn B. Hough.....	Embroidered Handkerchiefs.....	4,709 05	1,177 26	1,177 26		
252	Madam Beers.....	Wooden Cards.....	2,664 55	666 14	666 14		
253	P. B. Wickham.....	French Goods.....	3,467 45	866 87	866 87		
254	Volkman, Stollwerck & Co.....	Sitting Bull Log Cabin.....	10,564 20	2,641 46	2,575 46	66 00	
255	C. Rusch & Co.....	Chocolate.....	8,111 55	4,037 15	4,037 15		
256	Abendpost Newspaper.....	Model of Cologne Cathedral.....	211 55	52 89	52 89		
257	S. K. Bistani.....	Newspaper.....	63 00	3 15	3 15		
258	English Military Tournament Co.....	Bedouin Camp.....	47,217 50	11,804 40	10,296 57	1,340 00	167 83
259	Madame A. Barq.....	Military Tournament.....	19,607 80	4,901 95	3,711 59	1,190 36	
260	Ceylon Commissioners.....	Orangeine.....	1,567 20	391 80	391 80		
261	J. T. Evans.....	Tea.....	1,432 00	286 40	286 40		
262	G. B. Soley.....	Anthracite Coal Souvenirs.....	851 90	212 97	212 97		
263	American Publishing Co.....	Medals.....	3,014 05	753 51	753 51		
264	Emma Nation.....	German <i>Freie Presse</i>	6 80	1 70	1 70		
265	Professor Albert.....	Cap Ribbons.....	64,846 90	15,816 40	15,816 40		
266	Mrs. M. F. Bailey.....	Bath House and Cafe.....	472 30	118 08	118 08		
267	Thos. H. Brown.....	Biscuits.....	2,045 45	503 86	503 86		
268	Lintz & Eckhardt.....	Orange Cider.....	2,995 95	749 98	749 98		
269	Robert Royle & Co.....	Embroidery.....	2,232 45	561 92	561 92		
270	Sulzer & Co.....	Silk Looms.....	2,744 80	746 40	746 40		
271	Omaha Automatic Machine Co.....	Precious Stones.....	63 85	25 54	25 54		
272	Drake & Co.....	Lemonade Slot Machines.....	1,086 60	270 15	270 15		
273	Mrs. A. P. Wiggins.....	Petrified Wood.....	4,674 10	1,168 53	1,168 53		
274	John A. White & Co.....	Orange and Pear Cider.....	330 00	80 00	80 00		
275	W. G. Press.....	Brand-saw Work.....	3,629 85	1,209 95	1,209 95		
276	Chas. Barclay.....	Orange and Apple Cider.....	2,636 35	656 57	656 57		
	Amounts carried forward.....	South Dakota Jewelry.....	\$16,390,160 64	\$4,186,147 44	\$3,323,821 34	\$407,668 53	\$454,657 57

CONCESSIONS.—Continued.

No.	GRANTED TO	TO OPERATE.	Gross Receipts.	Exposition Revenue.	Cash Collections.	Claims Allowed.	Balance Due.
277	Amounts brought forward.....						
278	Chas. H. Bennett.....	Pipestone Goods, etc.	\$16,399,160 64	\$4,186,147 44	\$3,323,821 34	\$407,668 53	\$454,657 57
279	Miss Marie N. Wehrberger.....	Swedish Goods.....	293 10	73 28	73 28		
280	G. Bonelli.....	Embroidery.....	307 00	76 75	399 76		
281	H. H. Gross.....	Scenic Paintings.....	1,599 05	399 76			
282	Robert Jones.....	Orange Cider, California Bldg.....	10,532 25	2,633 06	2,633 06		
283	Mrs. B. B. Tobin.....	Orange Cider, Texas Building.....	894 30	206 08	206 08		
284	H. H. Kern.....	Orange Cider, Kansas Building.....	1,694 40	406 10	406 10		
285	E. A. Summerfield.....	Lemonade, Illinois Building.....	818 40	229 60	229 60		
286	J. & F. Kessler.....	Translucent Onyx.....	1,242 20	310 56	310 56		
287	I. R. Reavis.....	Orange Cider, Washington Bldg.....	5,127 65	1,391 92	1,293 92	48 00	
288	Don Onstatt.....	Orange Cider, Illinois Building.....	2,043 30	510 83	510 83		
289	Mrs. W. R. Robeson.....	Cider, Midway.....	2,633 10	658 28	658 28		
290	Wm. MacIntosh.....	Canada Minerals.....	877 30	219 33	219 33		
291	H. Lee and Duncan B. Harrison.....	"As You Like It".....	6,041 90	1,510 48	1,510 48		
292	Electrical Scale Co.....	Pottery Goods.....	7,492 25	3,766 14	3,766 14		
293	E. E. Spencer.....	Electric Scales.....	2,180 70	545 17	545 17		
294	N. B. Reed.....	Iced Tea and Lemonade.....	289 75	72 44	72 44		
295	Tilghman Sand Blast Co.....	Sand Blasting.....	1,847 35	461 84	461 84		
296	Salvador Ruiz Velasco.....	Guadalajara Pottery.....	2,232 00	223 20	223 20		
297	J. B. Campbell.....	Illinois World's Fair Views.....	339 85	82 46			82 46
298	Chas. Barclay.....	Sale of Book.....	440 35	110 09	110 09		
299	Mrs. Ellen H. Richards.....	Idaho and Wash. Specimens.....	2,011 35	502 84	502 84		
300	P. B. Mills.....	Rumford Kitchen.....	2,969 55	742 39	742 39		
301	W. T. Humphrey.....	Aztec Village.....	10,233 45	2,558 45	2,558 45		
302	J. M. Wiers.....	News Stands, Virginia Building.....	169 20	42 36	42 36		
303	Western Automatic Machine Co.....	Shell Goods, etc.	2,723 45	680 84	680 84		
304	Orchestral Concerts, Festival Hall.....	Weighing Machines.....					
305	Lancaster & Wells.....	Symphony Concerts.....	5,612 25	5,612 25	5,612 25		
306	C. C. Miller.....	Orange Cider, Idaho Building.....	666 50	166 62	166 62		
307	G. C. Miller.....	Orange Cider, Indiana Building.....	682 75	170 69	170 69		
308	E. A. McDaniel.....	Orange Cider, Wisconsin Bldg.....	1,050 10	262 53	262 53		
309	Robert Jones.....	Orange Cider, Montana Bldg.....	865 30	216 33	216 33		
310	G. C. McMullen.....	Orange Cider, Utah Building.....	383 50	95 87	95 87		
311	Robert Jones.....	Orange Cider, Mt. Vernon Bldg.....	1,073 40	268 35	268 35		
312	G. C. McMullen.....	Orange Cider, Nebraska Bldg.....	1,495 15	373 79	373 79		
313	Edward Monaghan.....	Orange Cider, New Mex. Bldg.....	306 95	99 24	99 24		
314	Miss Theona Adams.....	Glassware, etc.	829 45	207 36	207 36		
315	Lawrence Heyworth.....	Tortoise-shell Jewelry.....	231 45	62 87	62 87		
316	Mrs. Margaret Bolter.....	Athletic Games.....	5,027 50	1,382 61	1,382 61		
	Amounts carried forward.....	Milk and Buttermilk.....	2,064 10	516 03	516 03		
			\$16,486,442 24	\$4,213,886 23	\$3,351,429 67	\$407,716 53	\$454,740 03

CONCESSIONS.—Continued.

No.	GRANTED TO	TO OPERATE.	Gross Receipts.	Exposition Revenue.	Cash Collections.	Claims Allowed.	Balance Due.
	Amounts brought forward.....						
317	E. L. Prussing & Co.....	Carbonated Cider.....	\$16,498,442 24	\$4,213,886 23	\$3,351,429 67	\$407,716 53	\$454,740 03
318	Miers Fisher.....	Child's Toy Furniture.....	2,828 80	942 80	942 80		
319	P. C. Mattox.....	Lemond Illinois Building.....	339 50	105 15	105 15		
320	Mrs. Alice Houghton.....	Medicated Lake Salts.....	3,207 95	892 08	892 08		
321	Monk & Dugan.....	Traveling Cranes.....	63 75	15 98	15 98		
322	Princess J. Sorabji.....	East India Curios.....		2,922 85	2,922 85		
323	M. W. Johnson.....	Precious Stones.....	11,630 75	463 51	463 51		
324	Davis & Whitman.....	Cider on Plaques.....	1,104 70	5,862 57	5,862 57		
325	Richard Blechynden.....	Tea in Cups and Packages.....	17,051 55				
326	R. F. Hardy.....	Indian Curios.....	310 20	77 61	77 61		
327	C. W. Gardener.....	Fish-scale Jewelry.....	666 25	166 61	166 61		
328	C. H. Candiel.....	Confectionery, Ice Cream.....	1,204 80	401 83	401 83		
329	H. Le Revre.....	Confectionery, Ice Cream.....	466 15	241 53	241 53		
330	Kerr & Heilrath.....	Australian Shells.....	786 50	196 68	196 68		
331	Davis Bros. & Hess.....	Pressed Grapes and Wine.....	5,197 80	1,732 51	1,732 51		
332	A. M. Sperry.....	Electroplating.....	1,246 65	311 71	311 71		
333	John Brown.....	Amber Goods.....	1,037 25	263 72	263 72		
334	J. Ottman.....	Lithography.....	1,864 90	466 23	466 23		
335	J. P. Williams.....	Miniature H. W. Shoes.....	339 80	234 99	234 99		
336	H. A. Fay & Eagan Co.....	Band-saw Work.....	371 25	82 85	82 85		
337	B. S. Haight.....	Knife-sharp Needle.....	1,199 00	289 79	289 79		
338	I. W. Cummings.....	Soda Water, Illinois Building.....	1,006 05	702 13	702 13		
339	Mrs. C. S. Brooks.....	Models in Butter.....	1,064 20	266 12	266 12		
340	Thos. J. Lipton.....	Tea.....	188 25	7 06	7 06		
341	Geo. F. Atkinson.....	California Wood Souvenir.....	182 95	45 80	45 80		
342	Martin Mayer.....	Hot Springs Crystals.....	198 00	100 96	100 96		
343	R. H. Pitcher.....	South Dakota Minerals.....	205 30	83 17	83 17		
344	Envelope & Stamp Machine Co.....	Envelopes and Paper.....	1,092 89	483 21	256 17	227 04	
345	Jas. Tobin.....	Fish Lines.....	3 75	94	94		
346	Geo. C. McMullen.....	Lemonade.....	463 10	162 10	162 10		
347	Mitchell & Co.....	Embroidery.....	632 00	158 06	158 06		
348	G. W. Sheldon & Co.....	Safety Deposit Vaults.....	239 00	37 25	37 25		
349	Mrs. J. J. Palm.....	Cigar's Texas Building.....	338 50	34 67	34 67		
350	Mrs. A. J. Schmida.....	Enlaid Work.....	697 35	136 48	136 48		
351	A. Meyers.....	Emery Stones.....	973 20	228 80	228 80		
352	I. W. Hirsch.....	Aluminum Goods.....	177 40	47 90	47 90		
353	I. Wilzinski.....	Fish Souvenirs.....	738 45	184 16	184 16		
354	Capt. M. Anderson.....	"The Viking.....	217 45	529 45	529 45		
355	Rav. D. T. Sullivan.....	Roman Comedy.....	634 50	158 63	158 63		
356	Mary F. Hayden.....	Note Books.....					
	Amounts carried forward.....		\$16,551,550 93	\$4,232,963 63	\$3,370,280 02	\$407,943 57	\$454,740 03

CONCESSIONS.—Continued.

No.	GRANTED TO	TO OPERATE.	Gross Receipts.	Exposition Revenue.	Cash Collections.	Claims Allowed.	Balance Due.
357	Amounts brought forward.....	French Waffles.....	\$16,551,550 93	\$4,232,963 02	\$3,370,280 02	\$407,943 57	\$454,740 03
358	J. A. Bowen.....	Big Tree Restaurant.....	1,862 75	465 71	465 71
359	Lawsons & Sopher.....	Band-saw Work.....	6,605 85	1,651 46	1,379 74	271 72
360	Hall & Brown.....	St. Bernard Dog Show.....	585 45	146 41	146 41
361	A. Thourmen.....	Wood-working Machine.....	2,207 40	551 89	551 89
362	P. Payibel.....	Toy Novelties.....	203 30	50 86	50 86
363	G. B. Kerr.....	Band-saw Work.....
364	S. Kirschmer.....	Griddle Cakes, etc.....	325 69	81 44	81 44
365	C. D. Whitman.....	Shell Goods.....	3,051 40	762 88	762 88
366	L. E. Allen.....	Waffle Stand.....	843 00	210 76	210 76
367	F. Reutner.....	Playing Cards.....	144 00	36 00	36 00
368	F. M. Shaw.....	Ostrich Eggs.....	1,821 90	273 29	273 29
369	M. Berliner.....	"Black Patti" Concert.....	515 00	128 75	2 40	126 35
370	Morris & Cook.....	Restaurant.....	915 50	228 88	228 88
	Turner & Davis.....	50 00	12 00	12 00
	TOTALS.....	\$16,570,083 17	\$4,237,563 95	\$3,374,482 28	\$408,341 04	\$454,740 03

WORLD'S COLUMBIAN EXPOSITION.

DEPARTMENT OF COLLECTIONS — September 1, 1893, to February 10, 1894.

EXHIBITOR'S SALES.

Per- mit No.	GRANTED TO.	TO SELL.	Gross Receipts.	Exposi- tion Revenue.	Cash Collec- tions.
A 1	Edward Faulk.....	Optical Goods	\$ 1,040 00	\$ 260 00	\$ 260 00
2	Hatch Cutlery Co.....	Cutlery, etc.	1,025 00	256 25	256 25
3	Knight Boot-black. Mch. Co.	Boot-blackening Machines	48 00	12 00	12 00
4	S. W. Hall.....	Overgaiters.....	404 00	101 00	101 00
5	T. H. Noonan & Co.....	Clothes Cleaner	880 00	220 00	220 00
6	Geo. T. Johnson.....	Eradicator.....	1,740 00	485 00	485 00
7	B. C. Leubezyusky.....	Microscopes.....	348 00	87 00	87 00
8	E. J. Northcutt.....	Wheat.....	216 00	54 00	54 00
9	G. T. Capwell.....	Hammers.....	140 00	35 00	35 00
10	C. Rusch & Co.....	Model of Cologne Cath'l.	630 00	157 50	157 50
11	M. Samuels.....	Microscopes.....	440 00	110 00	110 00
12	Dr. Shoztal.....	Jewelry.....	526 00	131 50	131 50
13	(Not operated).....				
14	H. J. Deal.....	Souvenirs.....	240 00	60 00	60 00
15	Jno. Sankey.....	"Life of Leather".....	24 60	6 15	6 15
16	Alfred Gutman.....	Engraving.....	980 00	245 00	245 00
17	Jno. Itzikawski.....	Handkerchiefs.....	700 00	175 00	175 00
18	Jos. Lathoud.....	Souvenirs.....	1,760 00	440 00	440 00
19	(Not operated).....				
20	J. B. Morris.....	Soap Bark.....	1,640 00	410 00	410 00
21	Frederick Turck.....	Souvenirs.....	48 00	12 00	12 00
22	(Not operated).....				
23	W. G. Allen.....	Soap Bark.....	294 00	73 50	73 50
24	Marie Benant.....	Jewelry.....	200 00	50 00	50 00
25	Alphonse Dibblebach.....	Magic Glasses.....	480 00	120 00	120 00
26	(Not operated).....				
27	(Not operated).....				
28	Evan Jones.....	Souvenirs.....	1,280 00	320 00	320 00
29	Isadore Bachelet.....	Jewelry.....	500 00	125 00	125 00
30	(Not operated).....				
31	Chas. Taylor.....	Soap Bark.....	300 00	75 00	75 00
32	F. Zanon & A. Canima.....	Souvenirs.....	200 00	50 00	50 00
33	J. Collard Penant.....	Engraving.....	480 00	120 00	120 00
34	Vessaires Bros.....	Glass Engraving.....	400 00	100 00	100 00
35	E. Schiska.....	Microscopes.....	632 00	158 00	158 00
36	Jno. Zeller.....	Engraving.....	669 00	167 25	167 25
37	Jno. Holmes.....	Engraving.....	942 00	235 50	235 50
38	Peter Baxter.....	Souvenirs.....	636 00	159 00	159 00
39	D. Simon.....	Handkerchiefs.....	1,376 00	344 50	344 50
40	Lewis Van Dooven.....	Placques.....	400 00	100 00	100 00
41	(Not operated).....				
42	E. C. Hunt.....	Rubber Stamps.....	624 00	156 00	156 00
43	S. Wood.....	Chameleons.....	840 00	210 00	210 00
44	Emil M. Bloom.....				
45	Pearl Frazee.....	Cider and Wine.....	724 00	181 00	181 00
46	G. W. Walker.....	Needle Threaders.....	370 00	92 50	92 50
47	Dr. Welch.....	Grape Juice.....	234 00	58 50	58 50
48	Geo. Mischke.....	Microscopes.....	1,000 00	250 00	250 00
49	M. Brown.....	Amber Jewelry.....	580 00	145 00	145 00
50	Mrs. B. Vindure.....	Soap.....	200 00	50 00	50 00
51	Sells Lubin.....	Optical Goods.....	400 00	100 00	100 00
52	Pe de la Sota.....	Opals.....	204 85	51 21	51 21
53	W. H. Pike.....	Souvenirs.....	540 00	135 00	135 00
54	R. Vincent.....	Glass Engraving.....	1,180 00	295 00	295 00
55	F. J. Dugan.....	Potter's Goods.....	740 00	185 00	185 00
56	Jno. Kiddell & Co.....	Aluminum Goods.....	144 00	36 00	36 00
57	Geo. Aboukalil.....	French Novelties.....	396 00	99 00	99 00
58	Harriet Friedman.....	Optical Goods.....	408 00	102 00	102 00
59	Johns & Taylor.....	Microscopes.....	340 00	85 00	85 00
60	(Never operated).....				
61	Richard Klein.....	Souvenirs.....	240 00	60 00	60 00
62	(Not operated).....				
63	L. Witowski.....				
64	(Not operated).....				
65	Peter A. Burns.....	Microscopes.....	442 00	110 50	110 50
66	George Mischke.....				
67	James Riley.....	Souvenirs.....	216 00	54 00	54 00
68	S. Wood.....				
Amounts carried forward.....			\$31,441 45	\$ 7,910 86	\$ 7,910 86

DEPARTMENT OF COLLECTIONS.

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EXHIBITOR'S SALES.—Continued.

Per- mit No.	GRANTED TO.	TO SELL.	Gross Receipts.	Exposi- tion Revenue.	Cash Collec- tions.
	Amounts brought forward		\$31,441 45	\$ 7,910 86	\$ 7,910 86
A 69	Miss Herzfeld	Fancy Goods	116 35	29 09	29 09
70	Felipe Gerade	Medals	460 00	115 00	115 00
71	G. C. McMullen	Cider	350 00	87 50	87 50
72	Eugene Pourchet	Handkerchiefs	450 00	112 50	112 50
73	J. Tauggis	Perfumery	368 00	92 00	92 00
74	(Not operated)				
75	Peter A. Sauret & Co.				
76	Alex. Abakolili	French Novelties	965 35	241 34	241 34
77	J. J. Bradner	Microscopes	340 00	85 00	85 00
78	Geo. F. Smith	Souvenirs	7 10	1 77	1 77
79	M. G. Thompson	Microscopes	600 00	150 00	150 00
80	Isaac Mainzer	Handkerchiefs	400 00	100 00	100 00
81	(Not operated)				
82	(Not operated)				
83	(Not operated)				
84	Wright & Smith	Cider	688 95	172 23	172 23
85	Lowinberg & Co.	Souvenirs	80 00	20 00	20 00
86	S. T. Hodgson	Souvenirs	232 00	58 00	58 00
87	Madam Pierson	Souvenirs	200 00	50 00	50 00
88	(Not operated)				
89	(Not operated)				
90	E. Sober Bros.	Souvenirs	112 00	28 00	28 00
91	Alfonse Sasserath	Souvenirs	152 00	38 00	38 00
92	Alban Langer	Souvenirs	70 00	17 50	17 50
93	(Not operated)				
94	Joseph Pierson				
95	H. Stanislas & Co.	Souvenirs	96 00	24 00	24 00
96	Ange Rosso				
97	V. V. Perre	Souvenirs	218 50	54 63	54 63
98	Chas. Candil	Candy	96 00	24 00	24 00
99	Lewis Goldberg	Souvenirs	120 00	30 00	30 00
100	Geo. Brant				
101	Elizabeth Herbert	Souvenirs	168 00	42 00	42 00
102	Alida Goetshebeur	Handkerchiefs	538 00	132 50	132 50
103	Adeline Verbet	Souvenirs	82 00	20 50	20 50
104	E. Vansteo	Souvenirs	56 00	14 00	14 00
105	(Not operated)				
106	E. Hang	Souvenirs	260 00	65 00	65 00
107	E. Romlot	Souvenirs	48 00	12 00	12 00
108	(Not operated)				
109	J. Fischell	Diamonds	105 00	26 25	26 25
110	E. Dunham	Souvenirs	292 00	73 00	73 00
111	Kittie Fulmer	Milk	120 00	30 00	30 00
112	G. N. Haines	Engraving	222 00	55 50	55 50
113	Louis Brandis	Souvenirs	264 00	71 00	71 00
114	Wm. Kunz	Souvenirs	466 00	116 50	116 50
115	Schafer & Holbrook	Souvenirs	195 70	48 92	48 92
116	H. Crowley	Souvenirs	120 00	30 00	30 00
117	A. M. Sloss	Souvenirs	136 00	34 00	34 00
118	S. H. Burns	Souvenirs	396 00	99 00	99 00
119	(Not operated)				
120	(Not operated)				
121	W. K. Deacon	Souvenirs	630 00	157 50	157 50
122	T. C. Mattox	Cider	528 00	132 00	132 00
123	(Not operated)				
124	(Not operated)				
125	Ross & Lathoud	Souvenirs	460 00	115 00	115 00
126	Arthur E. Clark, Jr.	Souvenirs	84 00	21 00	21 00
127	Geo. A. Cankaler	Souvenirs	20 00	5 00	5 00
128	Kaleski Bros.	Ivory Goods	1,000 00	250 00	250 00
129	H. F. Juergens	Souvenirs	360 00	90 00	90 00
130	Henry Greenfield	Fruit	11 70	2 92	2 92
131	F. Scott	Souvenirs	36 00	9 00	9 00
132	Alf Tacy	Medals	160 00	40 00	40 00
133	T. A. Steiger	Souvenirs	189 50	47 38	47 38
134	E. J. Munzer	Handkerchiefs	29 90	7 48	7 48
135	Emil Deridoux	Souvenirs	32 00	8 00	8 00
136	F. A. Camp	Souvenirs	64 00	16 00	16 00
137	L. Pierson	Souvenirs	160 00	40 00	40 00
138	Jones & Barnes	Souvenirs	100 00	25 00	25 00
139	Wells & Wetmore	Souvenirs	873 30	218 32	218 32
	Amounts carried forward		\$45,790 80	\$11,496 19	\$11,496 19

